

BREC'S IYP3 PARISH-WIDE STRATEGIC PLAN [THE GUIDE]

2025-2028



JANUARY 22, 2026



PLAY. DISCOVER. GROW.



January 22, 2026

Dear Commissioners and Mayors,

As we move forward with IYP3 priorities, staff continues to meet to discuss and make recommendations for projects, top partnerships, stakeholder engagement, obsolete land and more.

This booklet includes updates through the end of 2025. On the following pages you will find:

- Page 3: Current Projects Actively Under Construction
- Pages 4 -7: Phase 1 -4: Current Projects Actively in Design
- Pages 8 -11: Phase 0: Current Projects Not Yet Started
- Page 12: IYP3 Systemwide Projects / Initiatives
- Pages 13 -16: IYP3 Systemwide Projects / Initiatives
- Pages 13 -16: Recreation Center Transition Plan
- Pages 17 -21: Obsolete Land Study
- Appendices:
 - Appendix A: Large Construction Project Financial Status
 - Appendix B: Natural Resource Management Update
 - Appendix C: IYP3 Key Focus Areas
 - Appendix D: IYP3 Goals & Recommendations

We respectfully appreciate your review of this information and look forward to your valuable insights as we shape our path forward.

Sincerely,

Janet C. Simmons

Janet Simmons
Interim Superintendent, BREC



CURRENT PROJECTS ACTIVELY UNDER CONSTRUCTION

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

PROJECT PHASE KEY

Phase 0	Project need identified and included in current 3-Year Strategic Plan
Phase 1	Concept Master Planning
Phase 2	Programming and Schematic Design
Phase 3	Design Development
Phase 4	Construction Drawing for Bidding
Phase 5	Bidding
Phase 6	Approval
Phase 7	Contracts
Phase 8	In-Construction

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date*	Estimated Project Enc Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028							
																		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
262	Un	Community Parks	24C0210-10	Greenwood Hwy 19 Intersection	Greenwood Park Intersection Improvements Hwy 19 @ Rafe Mayer : Dangerous intersection with high accident rates. Needed for efficient ingress and Egress on Hwy 19 - Construction Federally funded through DOTD	5-Bidding	Not Required	Completed	Not Required	Not Required	Completed	Not Required	Not Required	12/31/24	12/20/26	\$180,000		Greenwood Hwy 19 Intersection															
263				Design	By BREC's consultant									12/31/24	12/25/25																		
264				Construction	By DOTD									12/26/25	12/20/26			Construction															
265	Un	Golf Courses	24C0104-10	Beaver Creek Culvert Repair	Beaver Creek Culvert Repair Design: Deferred maintenance for improved drainage and reduced erosion.	7-Contracts	Not Required	Not Required	Not Required	Not Required	Not Required	Completed	Not Required	06/09/25	06/13/26	\$381,500	16	Beaver Creek Culvert Repair															
266				Design										06/09/25	11/15/25																		
267				Construction										01/15/26	06/13/26			Construction															
268	Zachary	Neighborhood Parks	25C0120-10	39th St Field Lighting	Installation of ball field lighting	8-Construction	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	10/01/25	02/12/26			39th St Field Lighting															
269				Design										10/01/25	11/14/25																		
270				Construction										11/15/25	02/12/26			Construction															
271	Central	Neighborhood Parks	23C0413-10	Palomino Small Playground	Priority Site Improvements Needs from IYP3 - new playground, new access to restroom.	8-Construction	Not Required	Not Required	Not Required	Not Required	Not Required	Completed	Completed	02/07/25	02/15/26	\$109,000	3	Palomino Small Playground															
272				Construction										02/07/25	02/15/26			Construction															
273	Un	Neighborhood Parks	23C0201-11	Alsen Park Site Improvements	Priority Site Improvements Needs from IYP3 - new playground, pavilion, community garden planters, connection walks	8-Construction	Not Required	Not Required	Not Required	Not Required	Not Required	Completed	Completed	05/08/25	02/21/26	\$436,000	1	Alsen Park Site Improvements															
274				Construction										05/08/25	02/21/26			Construction															
275	BR	Special Use Facilities	23C1014-10	Mag Mnd Historic House HVAC	Installation of state-of-the-art climate-controlled heat pumps, air handlers, ductwork, and insulation to address moisture and humidity issues—protecting a historic asset highly sensitive to interior environmental conditions.	8-Construction	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	07/25/25	03/06/26	\$397,850	73	Mag Mnd Historic House HVAC															
276				Construction										07/25/25	03/06/26			Construction															
277	Un	Neighborhood Parks	23C0114-10	Pride Park Site Improvements	Priority Site Improvements Needs from IYP3 - new large gathering pavilion, firepit, BBQ grills, connection walks, playground addition	8-Construction	Not Required	Not Required	Not Required	Not Required	Not Required	Completed	Completed	01/27/25	03/12/26	\$600,000	2	Pride Park Site Improvements															
278				Construction										01/27/25	03/12/26			Construction															
279			24C1400-00	Multi Park Paving	ATJ, Lovett, & Howell - Paving Project: Operational need and deferred maintenance	8-Construction	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	12/02/25	07/29/26	\$844,750	192	Multi Park Paving															
280				Construction										12/02/25	07/29/26			Construction															
281	Un	Community Parks	22C0210-11	Greenwood LWI Cypress Bayou	Expand and dredge the lake to reduce flood risk and enhance recreation. Cypress Bayou will be recontoured and widened to support green infrastructure, hiking, and paddling. Funded by the Louisiana Watershed Initiative	8-Construction	Not Required	Not Required	Completed	Not Required	Not Required	Completed	Not Required	07/18/25	10/10/26	\$8,861,700		Greenwood LWI Cypress Bayou															
282				Construction										07/18/25	10/10/26			Construction															
283		IYP3 Systemwide	23C1400-02	Multi-Park - Park Signage Ph 2	Continued new park sign implementation throughout the Parish with consideration for new branding for each City area.	8-Construction	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	10/16/23	12/28/26	\$1,000,000		Multi-Park - Park Signage Ph 2															
284				Design										10/16/23	05/22/25																		
285				Construction										05/23/25	12/28/26			Construction															
286	St. G	Community Parks	23C0306-10	Highland Tennis Improvements	Tennis Construction: Seven courts in structural disrepair are being replaced with post-tension slabs, upgraded lighting, surfacing, fencing, and amenities to support tournament play at this high-traffic tennis center.	9-Substantially Complete	Not Required	Not Required	Completed	Not Required	Not Required	Completed	Not Required	12/16/24	10/06/25	\$1,417,000	61																
287				Construction										12/16/24	10/06/25																		
288	St. G	Neighborhood Parks	23C0911-10	Pinehurst Park Site Improvements	Priority Site Improvements Needs from IYP3 - new playground, access, and fencing	9-Substantially Complete	Not Required	Not Required	Not Required	Not Required	Not Required	Completed	Completed	01/10/25	10/25/25	\$0	13																
289				Construction										01/10/25	10/25/25																		
290	BR	BREC Greenway Trails	23C1401-25	Freedom Heritage Trail	CMAQ Trail Construction - Freedom Heritage Trail from Scotlandville to Downtown	9-Substantially Complete	Not Required	Completed	Completed	Not Required	Not Required	Not Required	Not Required	10/01/24	02/12/26	\$5,809,700		Freedom Heritage Trail															
291				Construction										10/01/24	02/12/26			Construction															

PHASE 1-4: CURRENT PROJECTS ACTIVELY IN DESIGN

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date¹	Estimated Project Enc Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028			
																		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
115	BR	BREC Greenway Trails	23C1401-20	▣ HL-Essen to OLOL	Health Loop (HL) Essen Lane to OLOL Design - Major segment needed to fill in gaps of Health Loop Greenway Along Ward Creek	4-Drawings	Not Required	Next Steps	Completed	Not Required	Not Required	Required	Not Required	12/30/24	03/03/27	\$6,758,000	137	HL-Essen to OLOL											
116				Design										12/30/24	05/07/26														
117				Construction										05/08/26	03/03/27														
118	BR	BREC Greenway Trails	23C1401-23	▣ HL-High Grove to Mall	Health Loop (HL) High Grove to Mall of LA Design - Major segment needed to fill in gaps of Health Loop Greenway Along Dawson Creek	4-Drawings	Not Required	Next Steps	Completed	Not Required	Not Required	Required	Not Required	12/30/24	01/18/27	\$3,270,000	98	HL-High Grove to Mall											
119				Design										12/30/24	03/24/26														
120				Construction										03/25/26	01/18/27														
121	BR	BREC Greenway Trails	23C1401-24	▣ HL-Perkins to Paulat	Health Loop (HL) Perkins to Paulat Design - Major segment needed to fill in gaps of Health Loop Greenway Along Dawson Creek	4-Drawings	Not Required	Next Steps	Completed	Not Required	Not Required	Required	Not Required	12/30/24	04/03/27	\$3,815,000		HL-Perkins to Paulat											
122				Design										12/30/24	06/07/26														
123				Construction										06/08/26	04/03/27														
124	BR	BREC Greenway Trails	23C1401-26	▣ Memorial to Spanish Town Park	(CEA with City-Parish for them to construct) On street bike lane and sidewalks connecting Memorial Stadium to Downtown and Freedom Heritage Trail	4-Drawings	Not Required	Next Steps	Required	Not Required	Not Required	Required	Not Required	01/31/25	05/30/27	\$1,308,000		Memorial to Spanish Town Park											
125				Design										01/31/25	09/22/26														
126				Construction										09/23/26	05/30/27														
127	BR	Neighborhood Parks		▣ Ardendale Park	CEA with BR Housing Authority for new modern housing development. Park will be a town square type. And provide new amenities for service area - Federal funded by HUD	4-Drawings	Completed	Next Steps	Not Required	Not Required	Not Required	Completed	Completed	02/06/25	12/13/26	\$0		Ardendale Park											
128				Design	By BREC									02/06/25	01/13/26														
129				Construction	EBRPHA CMAR									01/14/26	12/13/26														
130	BR	Community Parks		▣ Perkins Master Plan & Ph 1 Implementation	A comprehensive study to diversify and modernize recreational offerings across the park including all action sports amenities, walking paths, playgrounds, gathering spaces, court sports, parking, lighting,	1-Master Plan	Not Required	Next Steps	Not Required	Not Required	Not Required	Next Steps	Completed	02/11/25	09/24/27	\$1,308,000	10	Perkins Master Plan & Ph 1 Implementation											
131			25P1209-10	Master Plan										02/11/25	01/22/26														
132			25C1209-10	Design										01/23/26	09/29/26														
133			25C1209-10	Construction										09/30/26	09/24/27														
134	BR	Special Use Facilities	24C1015-10	▣ Memorial Safe Room Rec Center	Federal HMGP Grant for 40,000sf Recreation Center, Command Center during times of emergencies.	3-Design	Not Required	Completed	Completed	Not Required	Not Required	Required	Not Required	02/17/25	10/14/27	\$19,620,000	12	Memorial Safe Room Rec Center											
135				Design										02/17/25	10/24/25														
136				FEMA review										10/25/25	10/19/26														
137				Construction										10/20/26	10/14/27														
138	St. G	Community Parks	24C0901-11	▣ Airline Safe Room Rec Center	Federal HMGP Grant for 35,000sf Recreation Center, Command Center during times of emergencies.	4-Drawings	Not Required	Completed	Completed	Not Required	Not Required	Required	Not Required	02/17/25	10/14/27	\$19,620,000	12	Airline Safe Room Rec Center											
139				Design										02/17/25	10/24/25														
140				FEMA review										10/25/25	10/19/26														
141				Construction										10/20/26	10/14/27														
142	Un	Neighborhood Parks	23C0910-10	▣ School-in-the-Park Project	CEA with EBR School Board: A precedent-setting partnership creating a new public park as the shared site for a K-5 school. New park will combine Meadow and Gentilly parks into one large park.	3-Design	Not Required	Next Steps	Not Required	Not Required	Next Steps	Required	Not Required	03/18/25	07/05/27	\$2,000,000	4	School-in-the-Park Project											
143				Design	by others									03/18/25	12/12/25														
144				Construction	CMAR									01/12/26	07/05/27														
145	Un	Community Parks	25C0210-11	▣ Greenwood Entry Rd Ext Lavey	Greenwood Entry Road Extension: As part of the Master Plan, a new access point from Lavey Lane will improve traffic flow and support future zoo and park development.	3-Design	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	04/08/25	03/28/27	\$4,360,000		Greenwood Entry Rd Ext Lavey											
146				Design										04/08/25	04/02/26														
147				Construction										04/03/26	03/28/27														
148	BR	Community Parks	23C0202-10	▣ Anna T. Jordan Playground	Site Improvements Phase 1 Design: Priority Improvements Needs from IYP3. Playground and other amenities at end of life cycle	4-Drawings	Not Required	Not Required	Not Required	Not Required	Not Required	Completed	Completed	04/21/25	05/10/27	\$2,180,000		Anna T. Jordan Playground											
149				Design										04/21/25	03/16/26														
150				Construction										03/17/26	05/10/27														
151	Un	BR Zoo	25C0210-13	▣ Zoo Ambassador Animal Building	A new, state-of-the-art Animal Ambassador building to meet AZA accreditation concern. Elevate Guest experiences and Animal welfare and support vital educational programming.	3-Design	Not Required	Not Required	Not Required	Not Required	Required	Required	Not Required	04/23/25	06/21/27	\$4,142,000		Zoo Ambassador Animal Building											
152				Design										04/23/25	05/17/26														
153				Construction										05/18/26	06/21/27														
154	BR	Greenway Trails	25C0218-21	▣ Scotlandville Greenway (Phase 1 - TAP)	Phase 1 Improvements, East side of Parkway, TAP Grant, Design and Construction.	1-Master Plan	Not Required	Not Required	Completed	Not Required	Not Required	Required	Required	05/12/25	07/05/27	\$3,270,000	39	Scotlandville Greenway (Phase 1 - TAP)											
155				Design										05/12/25	09/08/26														
156				Construction										09/09/26	07/05/27														

PHASE 1-4: CURRENT PROJECTS ACTIVELY IN DESIGN

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date¹	Estimated Project Enc Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028			
																		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
157	St. G	Community Parks	24C0901-10	▣ Airline Phase 1 Design & Construction	13th Community Park to fill service gap identified in IYP3. Destination Park.	2-Program/SD	Not Required	Not Required	Not Required	Submitted	Required	Next Steps	Next Steps	07/01/25	06/16/29	\$10,000,000	87												
158				Airline Current Ball Field Upgrades Construction	Upgrades to current ballfields									07/01/25	12/27/25														
159				Phase 1a - Infrastructure Design	Infrastructure Construction Drawings & Bidding									10/06/25	04/03/26														
160				Phase 1b - New Ball Field Design	New Ball Field Design & Bidding									10/06/25	07/02/26														
161				Team Use of Current Fields	Ballfield use after upgrades									12/28/25	06/25/26														
162				Phase 1a - Infrastructure Construction	Construction of new Municipal Water, Sewer, Lift Station, Electrical									04/04/26	12/29/26														
163				Phase 1b - New Ball Field Construction	New Ball Field Construction, including drives & parking (avoiding existing fields)									07/03/26	06/27/27														
164				Phase 2 - Park Design	Next layer of ball fields, park elements, parking Design & Bidding									07/03/26	12/29/26														
165				Phase 2 - Park Construction	Construction of next layer of ball fields, park elements, parking									06/28/27	06/21/28														
166				Phase 3 - Park Design	Phase 3 - Design & Bidding									10/04/27	03/31/28														
167				Phase 3 - Park Construction	Phase 3 - Construction									06/22/28	06/16/29														
168	BR	Golf Courses	24C0711-11	▣ Webb Maint Building & Drainage	Golf Maintenance Building & Drainage & grading for efficient use of facility and improvement to golf course & cart path drainage.	1-Master Plan	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	07/07/25	11/18/26	\$436,000	68	Webb Maint Building & Drainage											
169				Design										07/07/25	03/13/26														
170				Construction										03/14/26	11/18/26														
171	BR	Neighborhood Parks	25C1206-10	▣ Mayfair Site Improvements	Site Improvements and Amenities including temporary air conditioning for gym. Receiving ARPA funding from City-Parish	2-Program/SD	Not Required	Not Required	Next Steps	Not Required	Not Required	Required	Not Required	08/01/25	07/26/26	\$218,000	69	Mayfair Site Improvements											
172				Design										08/01/25	01/27/26														
173				Construction										01/28/26	07/26/26														
174	BR	Neighborhood Parks	23C0206-10	▣ Clifford Site Improvements	Design & Construction of Priority Improvements Needs from IYP3. Basketball courts, walks and other amenities at end of life cycle	4-Drawings	Not Required	Not Required	Not Required	Not Required	Not Required	Completed	Completed	08/01/25	06/26/26	\$120,000	14	Clifford Site Improvements											
175				Design										08/01/25	12/28/25														
176				Construction										12/29/25	06/26/26														
177	Un	Special Use Facilities		▣ Farr Revitalization	Study and implementation of short term & long term needs to make Farr Park a flagship destination.	1-Master Plan	Not Required	Not Required	Not Required	Not Required	Required	Required	Required	08/11/25	07/01/27			Farr Revitalization											
178				Design										08/11/25	07/06/26														
179				Construction										07/07/26	07/01/27														
180		IYP3 Systemwide	23C1400-00	▣ ADA Implementation Ph 1	Part of Phased Implementation of Federally Mandated ADA Transition Plan	2-Program/SD	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	08/11/25	05/02/27	\$2,180,000	56	ADA Implementation Ph 1											
181			23C1400-00	▣ ADA Implementation CCD										08/11/25	06/06/26			ADA Implementation CCD											
182				BREC In-house Design										08/11/25	12/08/25														
183				BREC In-house Construction										12/09/25	06/06/26														
184			25C1400-01	▣ ADA Implementation										08/11/25	05/02/27			ADA Implementation											
185				Planning & Design										08/11/25	05/07/26														
186				Construction										05/08/26	05/02/27														
187	BR	Special Use Facilities	25C1003-12	▣ KKCM Structural & HVAC Repairs	KKCM Structural and HVAC Repairs: Asset Protection and Operational need	2-Program/SD	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	10/06/25	08/01/26	\$272,500		KKCM Structural & HVAC Repairs											
188				Design										10/06/25	03/04/26														
189				Construction										03/05/26	08/01/26														
190	BR	Community Parks	24C1003-11	▣ City Contemporary Arts Center	Cultural and economic development, catalytic for City-Brooks Park. Funded by State Capital Outlay and BRG Sponsors	3-Design	Not Required	Next Steps	Not Required	Submitted	Required	Next Steps	Required	10/23/25	01/10/28	\$21,800,000		City Contemporary Arts Center											
191				design										10/23/25	12/16/26														
192				construction										12/17/26	01/10/28														
193	BR	Community Parks	25C1209-01	▣ Olympia Facilities Renovation	Improvements to stadium restrooms, locker rooms, concession stands, ticket booths and utility infrastructure.	1-Contracting	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	11/03/25	06/30/26	\$1,090,000		Olympia Facilities Renovation											
194				Design										11/03/25	03/02/26														
195				Construction										03/03/26	06/30/26														
196	Un	Conservation Areas		▣ Bluebonnet Swamp Conservation Area	Trail Maintenance: Study of priority trails to improve and implement as Phase 1 from the Master Plan.	2-Program/SD	Not Required	Not Required	Not Required	Not Required	Not Required	Completed	Completed	11/03/25	04/30/27			Bluebonnet Swamp Conservation Area											
197				Design										11/03/25	06/10/26														
198				Construction										06/11/26	04/30/27														
199		Neighborhood Parks		▣ Antioch Bridge Replacement	Remove bridge & replace w/large culvert for access to ball field side of park for heavy vehicles.	2-Program/SD	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	11/03/25	10/28/26	\$278,800		Antioch Bridge Replacement											
200				Design										11/03/25	03/02/26														
201				Construction										03/03/26	10/28/26														
202	BR	Golf Courses	24C0711-10	▣ Webb Clubhouse Renovation	Delta Haven wing has significant roof and structural deterioration. Project will support a adaptive reuse strategy aimed at increasing revenue potential.	1-Contracting	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	12/01/25	07/03/27	\$1,090,000	68	Webb Clubhouse Renovation											
203				Design										12/01/25	07/08/26														
204				Construction										07/09/26	07/03/27														

PHASE 1-4: CURRENT PROJECTS ACTIVELY IN DESIGN

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date¹	Estimated Project End Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028			
																		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
205	BR	Community Parks	25P1003-10	City Brooks New Master Plan & Lakes Conservancy Study	Three project tasks include the Lake Conservancy Study, Wampold Park Design, City-Brooks Community Park Master Plan. The master plan will focus on synergy with the University Lakes Project, a new Contemporary Arts Center, Historic Golf Course, KKCM, and the Brooks side creating a safe, cohesive, and flagship park.	1-Master Plan	Not Required	Next Steps	Not Required	Not Required	Required	Next Steps	Required	12/01/25	06/29/26	\$375,000	84	City Brooks New Master Plan & Lakes Conservancy Study											
206				Lakes Conservancy Study										12/01/25	03/30/26			Lakes Conservancy Study											
207				Wampold Park Design										12/01/25	03/30/26			Wampold Park Design											
208				City-Brooks New Master Plan										12/01/25	06/29/26			City-Brooks New Master Plan											
209	Baker	Neighborhood Parks	24C0102-10	Baker Park Ball Field Improv	New Ball Field Complex and Site Improvements including parking, two synthetic turf fields and two practice fields.	1-Contracting	Not Required	Next Steps	Not Required	Submitted	Not Required	Required	Not Required	12/04/25	06/06/27	\$4,687,000	37	Baker Park Ball Field Improv											
210				Design										12/04/25	10/29/26			Design											
211				Construction										10/30/26	06/06/27				Construction										
212	BR	Community Parks	25C1003-10	City Brooks Clubhouse Reno	Renovation of the historic 100-year-old clubhouse and golf pro shop to unlock revenue potential. Plans include converting the first floor & basement into a park welcome center and community gathering space.	1-Contracting	Not Required	Next Steps	Not Required	Not Required	Required	Required	Required	12/05/25	05/10/28	\$4,360,000		City Brooks C											
213				Design										12/05/25	02/21/27			Design											
214				Construction										02/22/27	05/10/28				Construction										
215		Special Use Facilities	25C1400-14	Aquatic Pumps Def Maint	Aquatic Pumps at various facilities (pools & splash pads) Liberty Lagoon, ATJ, City-Brooks	3-Design	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	12/15/25	03/14/27	\$545,000		Aquatic Pumps Def Maint											
216				Design										12/15/25	09/15/26			Design											
217				Construction										09/16/26	03/14/27				Construction										
218	Baker	Neighborhood Parks	24C0219-10	S Magnolia Site Improvements	Priority Improvements Needs from IYP3. Playground and other amenities at end of life cycle	3-Design	Not Required	Not Required	Not Required	Not Required	Not Required	Next Steps	Required	01/01/26	09/27/26	\$0	67	S Magnolia Site Improvements											
219				Design										01/01/26	03/31/26			Design											
220				Construction										04/01/26	09/27/26				Construction										
221	BR	Special Use Facilities		Mag Mnd Historic House Roof	Historic roof replacement required	1-Contracting	Not Required	Not Required	Not Required	Not Required	Required	Required	Not Required	01/06/26	12/31/26	\$654,000		Mag Mnd Historic House Roof											
222				Design										01/06/26	07/04/26			Design											
223				Construction										07/05/26	12/31/26				Construction										
224	Un	Community Parks	22C0210-10	Greenwood & Zoo Add-ons	Installation of new Fiber Optic Cable to replace aging cable throughout Zoo,	2-Program/SD	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	01/06/26	12/31/26	\$218,000		Greenwood & Zoo Add-ons											
225				Design										01/06/26	07/04/26			Design											
226				Construction										07/05/26	12/31/26				Construction										
227	BR	Community Parks	22C1104-10	Indy Universal Playground	Project identified in IYP2 - Centrally located signature, universal Playground. One of a kind and Iconic Destination Playground	3-Design	Not Required	Not Required	Next Steps	Not Required	Required	Required	Required	01/12/26	09/23/27	\$1,362,500		Indy Universal Playground											
228				Design										01/12/26	08/19/26			Design											
229				Construction										08/20/26	09/23/27				Construction										
230	Un	Special Use Facilities	25C0210-14	Zoo Service Bridge Def Mant	Replacement of pedestrian entry bridge crossing Cypress Bayou to construct heavy vehicle access to southern sections of zoo property.	1-Contracting	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	01/15/26	02/18/27	\$654,000		Zoo Service Bridge Def Mant											
231				Design										01/15/26	08/02/26			Design											
232				Construction										08/03/26	02/18/27				Construction										
233	BR	Community Parks		Forest House Demo	Assessment & demolition of house at the new land at Forest	2-Program/SD	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	01/31/26	03/31/26	\$98,100		Forest House Demo											
234				Design										01/31/26	02/14/26			Design											
235				Construction										02/15/26	03/31/26			Construction											
236	BR	Special Use Facilities		Mag Mound 1960's House Demo	Removal of residential structures on corner lot. Existing house does not fulfill need or mission of the Magnolia Mound Historic Site	3-Design	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	01/31/26	03/31/26	\$98,100		Mag Mound 1960's House Demo											
237				Design										01/31/26	03/01/26			Design											
238				Construction										03/02/26	03/31/26			Construction											
239	BR	Greenway Trails	25C0218-20	Scotlandville Greenway Trail Phase-1	Phase 1 Improvements, West side of Parkway, Design and Construction.	2-Program/SD	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	02/01/26	07/05/27	\$2,943,000	39	Scotlandville Greenway Trail Phase											
240				Design										02/01/26	09/08/26			Design											
241				Construction										09/09/26	07/05/27				Construction										
242	BR	Neighborhood Parks		NRM Storage Shop	Storage structure for NRM at Womack Admin Yard	2-Program/SD	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	02/02/26	06/01/26	\$0		NRM Storage Shop											
243				Design										02/02/26	04/02/26			Design											
244				Construction										04/03/26	06/01/26			Construction											

PHASE 1-4: CURRENT PROJECTS ACTIVELY IN DESIGN

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date¹	Estimated Project End Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028			
																		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
245	BR	Greenway Trails	25C1401-20	▣ HL-Mansions to Perkins	Design and Construction of Urban Trails Health Loop Segment Connecting Perkins Road Community Park to the East to the intersection of Perkins road and Dawsons Creek.	1-Master Plan	Not Required	Next Steps	Completed	Not Required	Not Required	Required	Not Required	03/01/26	03/29/28	\$4,360,000	102	HL-Mansions to Perkins											
246				Design										03/01/26	06/03/27			Design											
247				Construction										06/04/27	03/29/28							Construction							
248	BR	Special Use Facilities	23C1014-11	▣ Mag Mnd Visitor Center Repairs	Repair and replacements to unique systems and materials in this high-end building will preserve its original architectural design while introducing sustainable, low-maintenance components for improved efficiency and affordability.	1-Contracting	Not Required	Not Required	Not Required	Not Required	Required	Required	Not Required	03/30/26	11/30/27	\$981,000	73	Mag Mnd Visitor Center Repairs											
249				Design										03/30/26	10/31/26			Design											
250				Construction										11/01/26	11/30/27							Construction							
251	St. G	Community Parks	25C0306-11	▣ Highland Road Bayou Fountain	Highland Bottom Ball Field and Restoration : Replant trees on the lower part of Highland along Bayou Fountain	1-Master Plan	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	03/31/26	11/25/26	\$250,000		Highland Road Bayou Fountain											
252				Design										03/31/26	06/28/26			Design											
253				Construction										06/29/26	11/25/26							Construction							
254	BR	Neighborhood Parks	25P1008-10	▣ Expressway & E Polk Masterplan	Expressway Park and E. Polk Street Master Plans: New site improvements will elevate recreational quality and strengthen connections with surrounding neighborhoods—celebrating local history. Funding is supported by the Federal Highway Administration through DOTD.	1-Master Plan	Not Required	Not Required	Completed	Not Required	Not Required	Required	Required	04/06/26	05/19/29	\$4,905,000	7	Expressway & E Polk Masterplan											
255				Master Plans										04/06/26	03/31/27			Master Plans											
256				Design										04/01/27	03/25/28							Design							
257				Construction										03/26/28	05/19/29									Construction					
258	Un	Community Parks	24C0119-10	▣ Sandy Creek Master Plan & Ph 1 Implementation	Master planning for BREC's 12th Community Park to be a nature-focused destination offering diverse outdoor experiences. Currently offers hiking and equestrian trails.	1-Master Plan	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	06/01/26	08/18/28	\$3,318,000	6	Sandy Creek Master Plan & Ph 1 Implementation											
259				Master Plan										06/01/26	11/27/26			Master Plan											
260				Design										11/28/26	08/24/27							Design							
261				Construction										08/25/27	08/18/28									Construction					

PHASE 0: CURRENT PROJECTS NOT YET STARTED

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date¹	Estimated Project End Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028			
																	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Golf Courses		<div><div></div>Golf Course Priorities</div>										12/05/25	05/10/28	\$2,725,000		Golf Course F											
BR			<div><div></div>City Park Cart Storage</div>	New Cart Storage area - with Clubhouse Renovation	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	12/05/25	05/10/28			City Park Cart											
			Design										12/05/25	02/21/27			Design											
			Construction										02/22/27	05/10/28							Construction							
St G			Santa Maria Cart Building	Cart Building – parking/charging reorganization for greater efficiency (CCD)	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q1-2026	Q1-2026														
Un			Beaver Creek Bunkers	Bunker drainage and maintenance renovation	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q1-2026	Q2-2026														
St G			Santa Maria Bunkers	Bunker drainage and maintenance renovation	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q1-2026	Q2-2026														
St G			Santa Maria Clubhouse repairs	Add 2nd stall in Ladies restroom and potential updates for prospective restaurant operation.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q1-2026	Q3-2027														
St G			Santa Maria Turn House Improvement	Concession Stand renovation with bigger area for customers and rearrangement of Range Ball Dispenser to enhance customer experience	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q1-2027	Q3-2027														
Un			Beaver Creek Pond Banks	Stabilize pond banks on holes 11 & 12 (bulkhead/other?)	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q1-2027	Q4-2027														
Un			Beaver Creek Cart Building	Cart Building – parking/charging reorganization for greater efficiency (CCD)	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2026	Q2-2026														
Un			Beaver Creek Bridge Repair	Resurface bridges on holes 13 & 14	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2026	Q4-2026														
BR			Webb Putting Greens	Re-grass and/or expand multiple putting greens	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2027	Q4-2027														
BR			City Park Putting Greens	Re-grass and/or expand multiple putting greens	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2027	Q4-2027														
St G			Santa Maria Cart Paths	Replace damaged path sections	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2027	Q4-2027														
St G			Santa Maria Cart Paths	New section of path near hole 10 green	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2027	Q4-2027														
St G			Santa Maria Parking Lot	Parking Lot needs to be finished, concrete the gravel area	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2027	Q4-2027														
Un			Beaver Creek Restrooms	Update/Improve On-course Restrooms (CCD)	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2028	Q3-2028														
Un			Beaver Creek Sink Holes	Sink Holes / Drainage system repairs (ongoing) (CCD)	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2028	Q3-2028														
Un			Beaver Creek Clubhouse	Clubhouse organization review (CCD)	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2028	Q3-2028														
Un			JS Clark Bulkheads	Add greenside Bulkheads removed from original project. Holes 2, 4, 9.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2028	Q3-2028														
BR			City Park Mini-Range	Mini-Range similar to Webb GC	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2028	Q3-2028														
St G			Santa Maria Hole 7	Re-grade a section of hole 7 fairway adding drainage and raising segments of cart path	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2028	Q3-2028														
St G			Santa Maria Restrooms	Update/Improve On-course Restrooms (CCD)	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2028	Q3-2028														
BR			Webb Restrooms	Update/Improve On-course Restrooms (CCD)	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	Q2-2028	Q3-2028														

PHASE 0: CURRENT PROJECTS NOT YET STARTED

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date¹	Estimated Project End Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028			
																		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
26				Zoo Priorities										01/12/26	05/31/31	\$2,725,000													
27	Un	BR Zoo		Zoo African Flight exhibit	AZA required - Elevate Guest experiences and Animal welfare	0-In Discussion	Not Required	Not Required	Not Required	Not Required	?	Required	Not Required	01/12/26	02/05/27														
28				Design										01/12/26	05/11/26														
29				Construction										05/12/26	02/05/27														
30	Un	BR Zoo		Zoo Black Rhino exhibit shelter/Shade	Zoo USDA & AZA required - replace shade structure with metal structure with shade cloth.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	?	Required	Not Required	02/02/26	06/01/26														
31				Design										02/02/26	03/03/26														
32				Construction										03/04/26	06/01/26														
33	Un	BR Zoo		Zoo Commissary /Animal Kitchen	AZA required - replace commissary (animal kitchen) with new building at old front entry	0-In Discussion	Not Required	Not Required	Not Required	Not Required	?	Required	Not Required	02/02/26	10/24/27														
34				Design										02/02/26	10/29/26														
35				Construction										10/30/26	10/24/27														
36	Un	BR Zoo		Zoo Maned Wolf Glass Viewing	Addition of glass viewing area	0-In Discussion	Not Required	Not Required	Not Required	Not Required	?	Required	Not Required	01/04/27	12/29/27														
37				Design										01/04/27	07/02/27														
38				Construction										07/03/27	12/29/27														
39	Un	BR Zoo		Zoo Phase II - Africa	Zoo Future Exhibits - Phase II - Africa: The completion of the Africa section of the zoo masterplan featuring gorilla, lion, lesser flamingo & okapi.	0-In Discussion	Not Required	Not Required	Not Required	?	Required	Required	Not Required	01/04/27	01/12/29	\$20,000,000													
40				Design										01/04/27	12/29/27														
41				Construction										12/30/27	01/12/29														
42	Un	BR Zoo		Zoo South America Spider monkey viewing deck	New South American decking system for public viewing of Spider Monkey exhibit, ADA improvements, pond bank stabilization.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	?	Required	Not Required	01/04/27	03/18/28														
43				Design										01/04/27	08/11/27														
44				Construction										08/12/27	03/18/28														
45	Un	BR Zoo		Zoo Parrot Paradise demo	AZA requirement for removal of outdated exhibits	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	04/05/27	10/01/27														
46				Design										04/05/27	06/03/27														
47				Construction										06/04/27	10/01/27														
48	Un	BR Zoo		Zoo Macaque (primate) exhibit	AZA required - Build new exhibit and holding area for primate species	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	01/03/28	09/18/30	\$1,200,000													
49				Design										01/03/28	03/27/29														
50				Construction										03/28/29	09/18/30														
51	Un	BR Zoo		Zoo Phase III - Atchafalaya	Zoo Future Exhibits - Phase III - Atchafalaya: Exhibits and a series of aquarium display explaining how the Atchafalaya impacted the southern Louisiana ecosystem, the species found there and the role the people & culture play on the industrialization of America.	0-In Discussion	Not Required	Not Required	Not Required	?	Required	Required	Not Required	06/01/29	05/31/31	estimate needed													
52				Design										06/01/29	03/27/30														
53				Construction										03/28/30	05/31/31														

PHASE 0: CURRENT PROJECTS NOT YET STARTED

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date*	Estimated Project End Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028			
																		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
54	St. G	Community Parks		Pickleball Courts	Addition of pickleball courts in a variety of styles - outdoor, covered, and indoor	0-In Discussion	?	?	?	Not Required	Required	Next Steps	Required	12/03/25	12/31/28	\$13,080,000													
55				Design										12/03/25	08/19/27														
56				Construction										08/20/27	12/31/28														
57		IYP3 Systemwide		2026-28 2 New Tier 1 Recreation Centers	Part of IYP3, the Recreation Transition Plan - Design and Construct Two New Tier 1 (Gym with A/C) Recreations Centers.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Next Steps	Required	01/01/26	12/31/27	\$10,900,000													
58				Design										01/01/26	12/31/26														
59				Construction										01/01/27	12/31/27														
60		IYP3 Systemwide		2026-28 2 New Tier 2 Recreation Centers	Part of IYP3, the Recreation Transition Plan - Design and Construct two Tier 2 (Community Program Space) Recreation Centers.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Next Steps	Required	01/01/26	12/31/27	\$6,540,000													
61				Design										01/01/26	12/31/26														
62				Construction										01/01/27	12/31/27														
63	BR	Community Parks		Anna T. Jordan Pool House	Pool house renovations and pump house improvements	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	01/12/26	07/17/27	\$1,090,000													
64				Design										01/12/26	10/08/26														
65				Construction										10/09/26	07/17/27														
66	BR	Community Parks		City Brooks Pool & Pool House	In discussion with the Rec Center Transition Plan for replacement of the pool & pool house.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Next Steps	Required	01/12/26	04/20/28	\$2,943,000													
67				Design										01/12/26	03/02/27														
68				Construction										03/03/27	04/20/28														
69	St. G	Special Use Facilities	25C0303-11	Burbank Soccer Fields	Soccer field improvements - Baton Rouge Soccer Club	0-In Discussion	Not Required	Next Steps	Not Required	Submitted	Required	Required	Not Required	01/19/26	01/23/27	\$1,090,000	148												
70				Design										01/19/26	06/17/26														
71				Construction										06/18/26	01/23/27														
72	BR	Community Parks		Howell Pavilion Conversion	Conversion of pavilion to Community Park Maintenance shop.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	02/09/26	06/08/26	\$109,000													
73				Design										02/09/26	04/09/26														
74				Construction										04/10/26	06/08/26														
75	Un	Special Use Facilities	25C0207-10	Cohn Arb Master Plan & Ph 1	Master Plan development to address circulation, erosion, and increase visitation and awareness of the site.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	02/26/26	12/17/27	\$817,500													
76				Design										02/26/26	12/22/26														
77				Construction										12/23/26	12/17/27														
78	BR	BREC Greenway Trails	25C1006-20	Dayton Street Trailhead	Dayton Park Trailhead - for Freedom Heritage (CMAQ) Trail	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	03/02/26	05/25/27	\$100,000	62												
79				Design										03/02/26	08/28/26														
80				Construction										08/29/26	05/25/27														
81		IYP3 Systemwide		2026-28 2 New Tier 3 Recreation Centers	Part of IYP3, the Recreation Transition Plan - Design and Construct Two New Tier 3 (Outdoor Recreation Hubs) Recreation Centers.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Next Steps	Required	07/01/26	11/12/27	\$2,180,000													
82				Design										07/01/26	03/07/27														
83				Construction										03/08/27	11/12/27														
84	BR	Neighborhood Parks	25C1025-10	Terrace FYB Facility	Terrace Street - Front Yard Bikes Design & Construction Plans. Capital Outlay Funding pending	0-In Discussion	Not Required	Not Required	Not Required	Submitted	Not Required	Required	Not Required	07/06/26	03/26/28	\$486,000	31												
85				Design										07/06/26	04/01/27														
86				Construction										04/02/27	03/26/28														
87	Un	Neighborhood Parks		Doyle Bayou Park	Develop Master plan and implement Phase 1 for a nature themed neighborhood park including amenities such as a new playground, parking, walks, improved fishing pond, and more.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	07/06/26	01/20/29														
88				Master Plan										07/06/26	05/01/27														
89				Design										05/02/27	01/26/28														
90				Construction										01/27/28	01/20/29														
91	St. G	Community Parks	25C0306-10	Highland Obsvtry Staff Bldg	Observatory caretaker overnight facility	0-In Discussion	Not Required	Completed	Not Required	Not Required	Not Required	Required	Not Required	07/07/26	04/02/27	\$545,000	61												
92				Design										07/07/26	10/04/26														
93				Construction										10/05/26	04/02/27														

PHASE 0: CURRENT PROJECTS NOT YET STARTED

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date¹	Estimated Project End Date*	Estimated 2026-2028 Design & Construction Cost	IYP3 PRIORITY	2026				2027				2028							
																		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
94	BR	Neighborhood Parks	24C0802-10	Camelot Site Improv	Camelot Park Improvements - previously on 2023-24 list for list and/or other site improvements	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	07/07/26	07/01/27	\$30,000	26																
95				Design										07/07/26	10/04/26						Design												
96				Construction										10/05/26	07/01/27						Construction												
97	BR	Neighborhood Parks	24C0609-10	Red Oaks Park Site Improv	Park Site Improvements	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	08/04/26	04/30/27	\$200,000	79																
98				Design										08/04/26	11/01/26						Design												
99				Construction										11/02/26	04/30/27						Construction												
100	BR	Neighborhood Parks	24C0612-10	Tams Belaire Site Improvements	Potential CEA with City-Parish on a New Recreation Center and site improvements.	0-In Discussion	Completed	Next Steps	Not Required	?	Required	Required	Required	09/01/26	05/22/28	\$272,500	17																
101				Design										09/01/26	05/28/27						Design												
102				Construction										05/29/27	05/22/28							Construction											
103	Un	Community Parks	25C0210-10	Greenwood Disc Golf Course	Greenwood Park Disc Golf Course at Lavey Lane with BRDGA	0-In Discussion	Not Required	Next Steps	Not Required	Not Required	Not Required	Required	Not Required	10/01/26	04/28/27	\$100,000																	
104				Design										10/01/26	12/29/26						Design												
105				Construction										12/30/26	04/28/27						Construction												
106	BR	Community Parks	25C0210-12	Greenwood Sports Fields	Youth Soccer Fields & flag football, and other multi-use purpose fields. Phase 3 of Greenwood Master Plan.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Required	Required	Required	02/01/27	06/04/28	\$2,725,000																	
107				Design										02/01/27	09/08/27						Design												
108				Construction										09/09/27	06/04/28							Construction											
109	St. G	Community Parks	25C0306-12	Highland Road Dog Park	Planned relocation of the Burbank Dog Park to ease congestion and reduce user conflicts at the heavily used soccer complex.	0-In Discussion	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	02/01/27	06/04/28	\$408,750	61																
110				Design										02/01/27	09/08/27						Design												
111				Construction										09/09/27	06/04/28							Construction											
112	BR	Community Parks	25C1104-10	Independence Soccer Fields	Soccer Field Renovations to serve youth soccer in centrally located community park. Synthetic Turf & new lighting for some existing soccer fields	0-In Discussion	Not Required	Next Steps	Not Required	Not Required	Required	Required	Required	02/01/27	06/04/28	\$2,180,000	109																
113				Design										02/01/27	09/08/27						Design												
114				Construction										09/09/27	06/04/28							Construction											

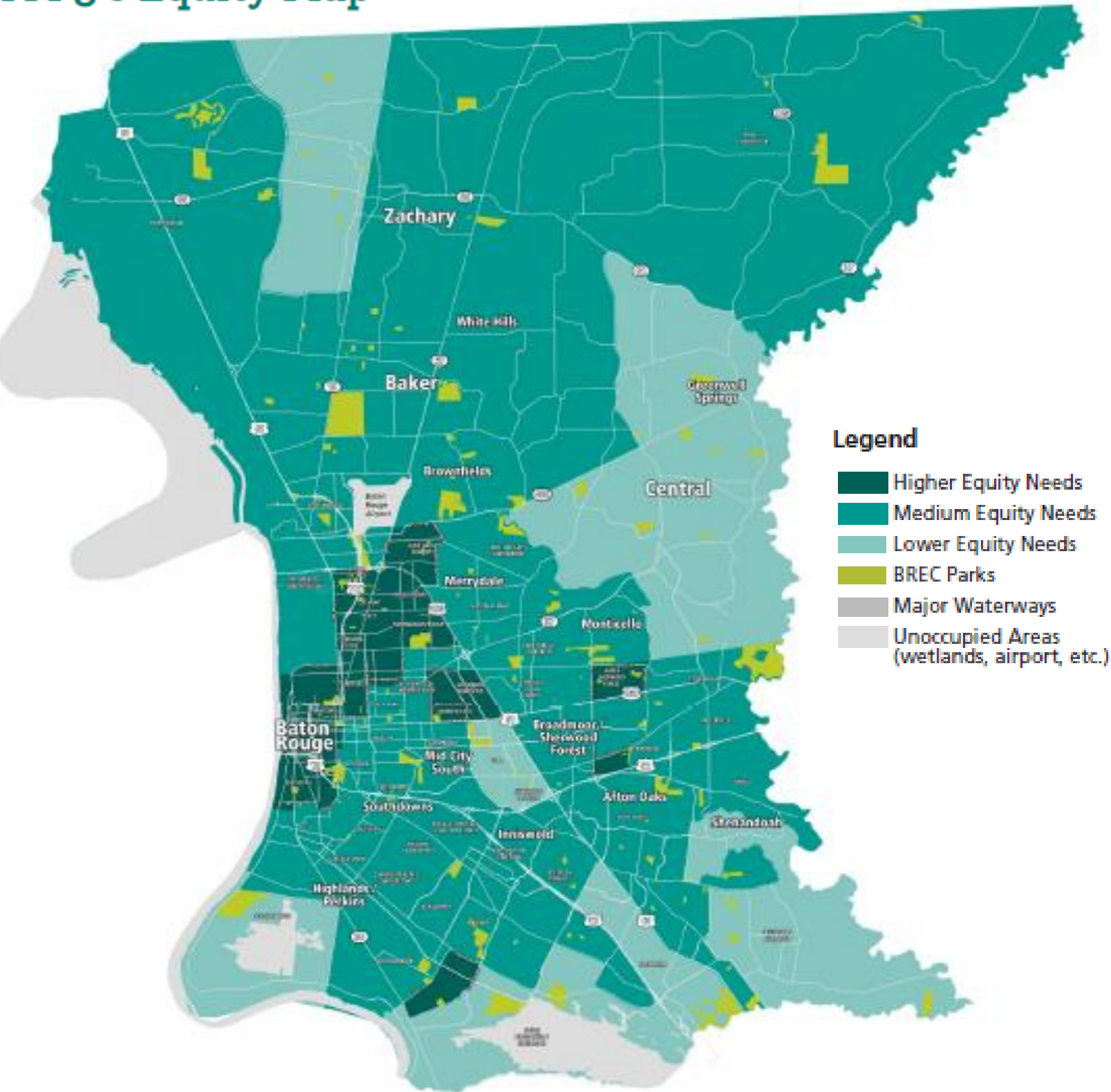
IYP3 SYSTEM-WIDE PROJECTS/INITIATIVES

1st 3-Year Strategic Plan within IYP3: 2026 - 2028 (2025 Transition Year)

	City	PARK TYPE	PROJECT #	PROJECT	Project Need & Description	Current Phase	MOU	CEA	Grant	Capital Outlay	Outside Funding	Stakeholder Meeting	Community Meeting	Estimated Project Start Date ¹	Estimated Project End Date [*]	Estimated 2026-2028 Design & Construction Cost	2026				2027				2028			
																	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
294		IYP3 Systemwide	25P0000-04	Recreation Center Transition Plan	Develop & Finalize Transition Plan, Implement a new recreation model communications campaign, Meet with Key Stakeholders and public, introduce 3 tiered delivery model, and finalize Rec. Center Tier assignments with Public Feedback.	IYP3 / Systemwide	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Required	03/03/25	03/02/26		<div></div> Recreation Center Transition Plan											
295	Un	Systemwide	25C0207-10	Deferred Maintenance	Asset Protection, safety and deferred maintenance needs	IYP3 / Systemwide	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	01/01/26	12/31/26		<div></div> Deferred Maintenance											
296		Systemwide	25C1400-02	System-wide lighting	Ongoing Safety and Security needs in Parks and Facilities Throughout Parish: Lighting analysis and design	IYP3 / Systemwide	Not Required	Not Required	Not Required	Not Required	Not Required	Required	Not Required	01/01/26	12/31/26	\$1,090,000	<div></div> System-wide lighting											
297		Systemwide	25C1400-15	Roof Repairs Def Maint	Other Deferred Maintenance Roof Repairs	IYP3 / Systemwide	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	01/01/26	12/31/26	\$1,000,000	<div></div> Roof Repairs Def Maint											
298		IYP3 Systemwide	25P0000-02	Obsolete Land Consultant	Work with real estate consultant sell Obsolete Lands. Includes appraisals and land sales.	IYP3 / Systemwide	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	01/01/26	12/31/26	\$0	<div></div> Obsolete Land Consultant											
299		Special Use Facilities		Deferred Maintenance and Other Special Use Priorities		IYP3 / Systemwide	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	01/01/26	12/31/26	\$1,635,000	<div></div> Deferred Maintenance and Other Special Use F											
300		Neighborhood Parks		Neighborhood & Community Park Priorities		IYP3 / Systemwide	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	01/01/26	12/31/26	\$1,744,000	<div></div> Neighborhood & Community Park Priorities											

RECREATION CENTER PLAN 2.0: STUDY OF RECREATION CENTERS

IYP3's Equity Map



Building a Stronger System for the Future: How do we reach BREC Rec Center 2.0 goal to create spaces with higher quality ?

BREC Rec Center 2.0 is a more sustainable and community-focused model for our current recreation centers. Right now, we're spread too thin with 56 recreation centers that are mostly the same — and many aren't being used as much as they could be. Recreation Centers 2.0 is about creating fewer, but better spaces that truly serve the needs of each community. Instead of trying to keep up a large number of aging, underused buildings, we'll be putting our energy and resources into upgrading and building centers where they're really needed — places that people will actually use and enjoy. As part of the IYP3 vision, BREC set a goal to reduce the number of centers by 14. Decisions about which locations may change will be based on a mix of factors, like:

What We're Looking at when Making Decisions

Location Considerations	How the Facility is Being Used	Planning Ahead: Operational Considerations	What People are Telling Us
<ul style="list-style-type: none">Are there too many centers serving the same area?Is there already a nearby community or senior center that meets the need?Are we meeting equity goals and making sure centers are accessible to everyone?	<ul style="list-style-type: none">Is the building seeing low attendance?Is the facility in poor shape — like no A/C or outdated infrastructure?Are there only a few programs being offered?	<ul style="list-style-type: none">Do we have enough staff to run the site effectively?Are there opportunities to partner with other groups to serve the area?	<ul style="list-style-type: none">What are community members and BREC staff saying about the center and its value?

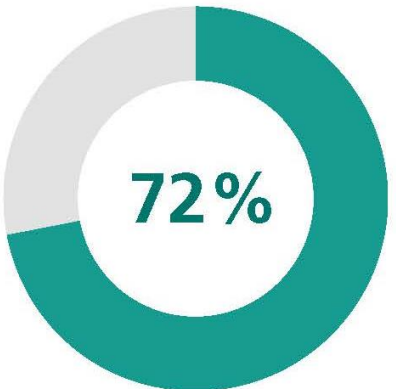
Looking Ahead: How This Will All Happen

The move to a tiered recreation center system won't be happening overnight. BREC is currently building out a plan—Recreation Centers 2.0—that will guide how we make these changes in a thoughtful, step-by-step, and data-driven way. **This summer, we'll be hosting community conversations to explain why change is needed, share ideas, and most importantly—listen.** Your voice as staff is just as important in this process. We need your insight and experiences to help shape what comes next. You're the heart of this work—help us build a system that works better for you, and the communities you serve.

What We're Working Toward

By planning ahead and being strategic with how we manage our recreation centers, BREC is making sure our community has access to clean, modern, and high-quality spaces that people actually want to use — not just now, but for the long run. And for staff, that means safer, better-equipped workplaces, clearer priorities, and more time and energy to focus on programs that truly make a difference.

This initiative reflects community feedback received during Imagine Your Parks 3.



of residents support a change to fewer, but higher quality modern recreation facilities.

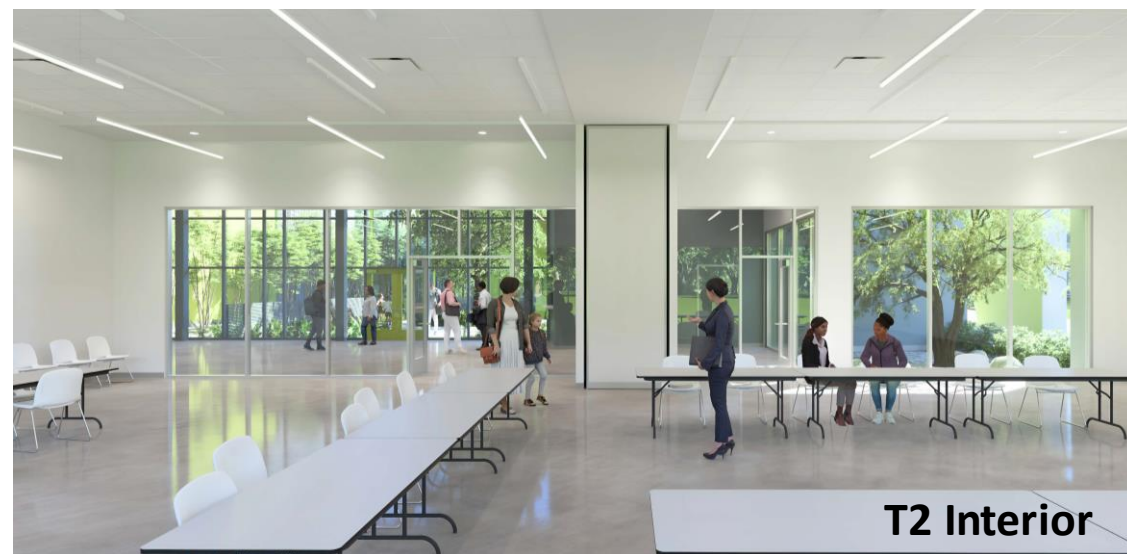
Existing Build Type Key	New Tier Type Key
<ul style="list-style-type: none">Recreation Center A – Community Center & GymRecreation Center B – Gym onlyCommunity Center C – Community Center Only	<ul style="list-style-type: none">Tier 1 – Community Center + Gym + Indoor TrackTier 2 – Community Center + Outdoor Covered CourtsTier 3 – Outdoor Covered Courts + New Restrooms

SAMPLES OF NEW TIERED RECREATION CENTER MODELS



New Tier 1 Recreation Center

Community Center +
Gym + Indoor
Track: **\$6M**



New Tier 2 Recreation Center

Community Center
+ Outdoor Covered
Courts: **\$2.3M**



New Tier 3 Recreation Center

Outdoor Covered Courts
+ New Restrooms: **\$1.3M**

RECREATION CENTER PLAN 2.0: STUDY OF RECREATION CENTERS

	City	BREC_PARK	Existing Building Type	GROUP	Study To Repurpose	Propose Rec. Center Tier	IYP3 Need	2026				2027				2028				2029
								Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Beyond
1	BR	Memorial Park	New - Safe room	1	Yes	New Safe Room	High													
2	St. G	Airline Community Park	New - Safe room	4	Yes	New Safe Room	Low													
3	U	Reames Road Park (Transitional Tier 0/1)	Recreation_Center_B	13	Yes	Tier 1	Medium													
4	BR	Cadillac Street Park (Transitional Tier 0/1)	Recreation_Center_A	8	Yes	Tier 1	High													
5	BR	Hartley/Vey Gardere (+ football field)	New	6	Yes	Tier 2	Medium													
6	BR	Saia Park	Community_Center_C	7	Yes	Tier 2	High													
7	U	Pride Park	Community_Center_C	13	Yes	Tier 3	Medium													
8	BR	Kerr Warren Park	Recreation_Center_A	15	Yes	Tier 3	High													
9	BR	Expressway Park	Recreation_Center_A	1	Yes	Tier 1	High													
10	BR	Monte Sano Park	Recreation_Center_A	15	Yes	Tier 1	High													
11	BR	City-Brooks Community Park (Tier 2 w/pool)	New	1	Yes	Tier 2	High													
12	BR	Mayfair Park (Transitional Tier 0/2)	Recreation_Center_B	6	Yes	Tier 2	Medium													
13	BR	Longfellow Park	Recreation_Center_A	15	Yes	Tier 3	High													
14	BR	Sharon Hills Park	Recreation_Center_B	8	Yes	Tier 3	Medium													
15	BR	Ben Burge Park (Transitional Tier 0/1)?	Recreation_Center_A	6	Yes	Tier 1	High													
16	Zachary	Plank Road Park	Recreation_Center_A	10	Yes	Tier 2	Medium													
17	U	Alsen Park	Recreation_Center_A	2	Yes	Tier 2	Medium													
18	Baker	T. D. Bickham, Jr. Park	Recreation_Center_A	2	Yes	Tier 2	Medium													
19	BR	Perkins Road Community Park	Community_Center	6	Yes	Tier 2	Medium													
20	BR	Farr Park Equestrian Center (Alice And Warren)	Recreation_Center_B	1	Yes	Tier 3	Medium													
21	BR	Flannery Road Park	Recreation_Center_A	12	Yes	Tier 3	Medium													
22	BR	Alaska Street Park	Recreation_Center_A	1	Yes	Tier 3	Medium													
23	BR	Naim Drive Park (Transitional Tier 0/2)	Recreation_Center_A	6	Yes	Tier 2	Medium													
24	BR	Cedar Ridge Drive Park (Transitional Tier 0/2)	Recreation_Center_A	4	Yes	Tier 2	Medium													
25	BR	Baringer Road Park	Community_Center_C	4	Yes	Tier 2	Medium													
26	BR	Maplewood Drive Park (Transitional Tier 0/2)	Recreation_Center_A	8	Yes	Tier 2	Medium													
27	BR	Kathy Drive Park	Recreation_Center_A	12	Yes	Tier 2	Medium													
28	BR	Kernan Avenue Park	Recreation_Center_B	5	Yes	Tier 1	Medium													
29	BR	North Street Park	Recreation_Center_A	5	Yes	Tier 3	Medium													
30	BR	Mills Avenue Park	Recreation_Center_A	3	Yes	Tier 2	Medium													
31	BR	Cedarcrest Park (no Airnasium)	Community_Center_C	9	Yes	Tier 2	Medium													
32	BR	Independence Community Park	Recreation_Center_A	9	Yes	Tier 1	Medium													
33	Zachary	Zachary Community Park	Community_Center_C	10	Yes	Tier 1	Medium													
34	BR	Red Oaks Park	Community_Center_C	11	Yes	Tier 3	Medium													
35	BR	Drusilla Lane Park (Pickleball Airnasium)	Community_Center_C	9	Yes	Tier 3 (pickleball)	Low													
36	Zachary	Church Street Park	Recreation_Center_A	10	Yes	Tier 3 after Zachary tier 1	Low													
37	BR	Hamilton Avenue Park (Transitional Tier 0/2)	Recreation_Center_A	12	Yes	Tier 2	Low													
38	BR	North 14th	Recreation_Center_B	1	Obsolete	Obsolete (Memorial SR)	High													
39	BR	Sports Academy	Recreation_Center_B	1	Obsolete	Obsolete (Memorial SR)	High													
40	BR	Belfair Park	Community_Center_C	15	Obsolete	Obsolete	High													
41	BR	Blueberry Street Park	Community_Center_C	7	Obsolete	Obsolete (Partnership)	High													
42	BR	Terrace Street Park	Community_Center_C	1	Leave As	Partnership (Review Agreement)	High													
43	BR	Howell Community Park	Community_Center_C	7	Leave As	Existing Tier 1	High													
44	BR	Milton Womack Park	Community_Center_C	7	Leave As	Existing Tier 2	High													
45	BR	Perkins Road Community Park (Review Partnership)	Recreation_Center_A	6	Leave As	Partnership (Review Agreement)	Medium													
46	BR	Antioch Boulevard Park	Recreation_Center_A	4	Leave As	Existing Tier 1	Medium													
47	Baker	Baker Recreation Center	Recreation_Center_A	2	Leave As	Existing Tier 1	Medium													
48	BR	Greenwood Community Park	Community_Center_C	2	Leave As	Existing Tier 2	Medium													
49	BR	Forest Community Park	Recreation_Center_A	12	Leave As	Existing Tier 1	Medium													
50	BR	Gus Young Park	Recreation_Center_A	5	Leave As	Existing Tier 1	Medium													
51	BR	Anna T. Jordan Community Park	Recreation_Center_A	3	Leave As	Existing Tier 1	Medium													
52	BR	Scotlandville Parkway	Recreation_Center_A	3	Leave As	Partnership (Review Agreement)	Medium													
53	BR	Sharp Road Park	Community_Center_C	9	Leave As	Existing Tier 2	Medium													
54	BR	Flanacher Road Park	Community_Center_C	10	Leave As	Existing Tier 2	Medium													
55	BR	North Sherwood Forest Community Pk	Community_Center_C	11	Leave As	Existing Tier 1	Medium													
56	BR	Webb Memorial Park	Community_Center_C		Leave As	Existing Tier 2	Medium													
57	St G	Highland Road Community Park	Recreation_Center_A	6	Leave As	Existing Tier 1	Low													
58	BR	Jefferson Highway Park	Community_Center_C	9	Leave As	Existing Tier 2	Low													
59	Central	Jackson Community Park	Community_Center_C	14	Leave As	Existing Tier 2	Low													
60	Central	Lovett Road Park	Recreation_Center_A	14	Leave As	Existing Tier 1	Low													
61	BR	Jefferson Highway Park (small building only "cove")	Community_Center_C	9	Demo	Demo	Low													

New Recreation Center Tier Types

- **Tier 0** – Transitional improvements to address immediate concerns
- **Tier 1** – Community Center + Gym + Indoor Track
- **Tier 2** – Community Center + Outdoor Covered Courts
- **Tier 3** – Outdoor Covered Courts + New Restrooms

Existing Building Types

- **Recreation Center A** – Community Center & Gym
- **Recreation Center B** – Gym only
- **Community Center C** – Community Center Only

Schedule Color Legend

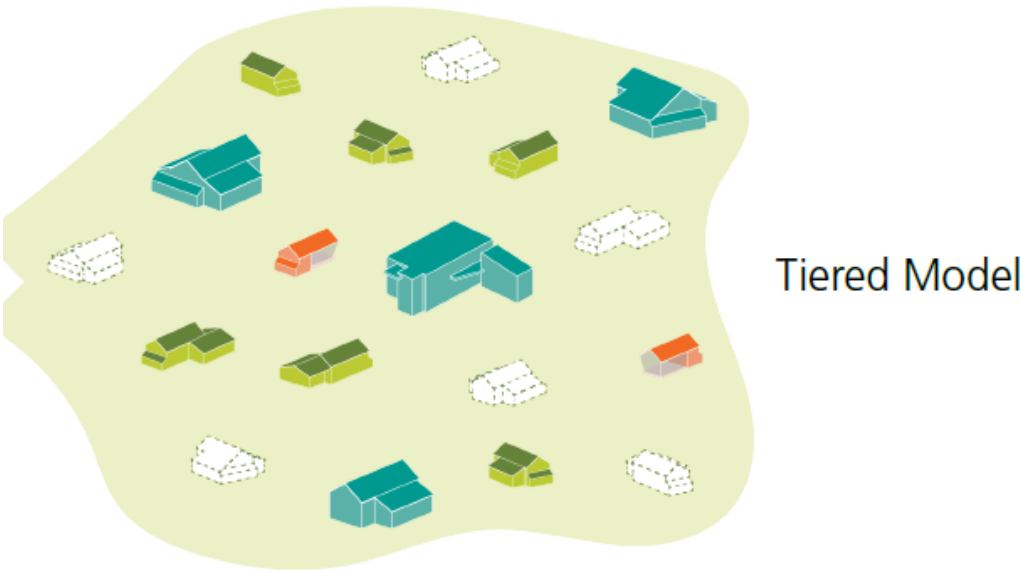
-  **FEMA Design review and Approval**
-  **Design**
-  **Construction**

The list reflects BREC staff recommendations. These have not yet been vetted with the public. Final decisions regarding facility repurposing will be made following community engagement and input. Schedule Tentative and Subject to change Upon Completion of RCTP.

STAKEHOLDER ENGAGEMENT STRATEGY

Due to low attendance at Stakeholder Meetings the method for engagement will be reconsidered using the following process:

1. Re-engage the Community Advisory Council from the IYP3 Engagement process to better identify stakeholders for each group and to assist with meeting coordination.
2. Create informative one-page handout for Commissioners, Stakeholders, and Community Events.
3. Utilize planned community events & programs to engage with participants.



RECREATION CENTER TRANSITION

The Imagine Your Parks-3 Strategic Plan recommends transitioning to a tiered model of recreation centers to elevate quality while ensuring sustainable staffing and maintenance.

This initiative reflects community feedback from IYP3, indicating that residents support fewer but higher-quality modern recreation facilities. Building on the previous IYP planning initiative, which enhanced BREC parks by transitioning from a neighborhood parks network to a system of community parks offering a wider range of activities, this recommendation proposes establishing a three-tiered system of recreation centers.

These tiers include Tier 1, 2, & 3 Centers. Tier 1 would consist of indoor community program space with a gym and an indoor track. Tier 2 would consist of an indoor space and outdoor covered courts, and Tier 3 would include outdoor covered courts and new restrooms.

A goal is for all indoor centers to be air-conditioned. Transitioning to a tiered system and upgrading some centers would allow other centers that no longer meet community needs to be taken offline, creating a more sustainable portfolio.

FLAGSHIP RECREATION CENTER PROJECT STARTING DESIGN IN 2026

• Recreation Centers Receiving Mini Splits

- Mayfair
- Cadillac
- Nairn
- Cedar Ridge
- Reames Road
- Hamilton

• Memorial Safe Room Recreation Center Tier 1

• Airline Highway Safe Room Recreation Center Tier 1

• Reames Road Park Recreation Center Tier 1

• Cadillac Street Park Recreation Center Tier 1

• H/V Gardere (or Mayfair) Recreation Center Tier 2

• Saia Park Recreation Center Tier 2

• Pride Park Recreation Center Tier 3

• Kerr Warren Park Recreation Center Tier 3

GOALS OF THE PLAN

- Introduce A Tiered Delivery Model
- Improve Quality And Support Sustainable Staffing & Maintenance
- All Indoor Centers To Be Air-conditioned
- Support Equitable Access
- Consistent Facility Standards
- Optimize Use Of BREC Resources
- Identify Redundancies And Adapt Into Lower Maintenance Models
- Address the Diverse Needs of EBRP Communities



DECISIONS WILL BE BASED ON

- Location Considerations
- Usage Considerations
- Operational Considerations
- Community Feedback

Proposed Engagement Meetings through March 2026:

1. BREC Leadership & Commissioners: Review the RCTP & share recommendations
 - a. To be scheduled through the remainder of January
 - b. Task Commissioners to review & add to Key Stakeholder list
2. Community Advisory Council: one meeting to review the RCTP & share recommendations
 - a. To be scheduled before the end of January
 - b. Share handouts
 - c. Task members to review & add to Key Stakeholder list
3. Key Stakeholders: One meeting for each Recreation Center Transition Plan grouping
 - a. To be scheduled through January & February
 - b. Meetings to be hosted by Mayor/Councilperson/Key Voice w/BREC as special guest.
 - c. Meetings to be held at a Rec Center for each RCTP group
4. Community Events: Utilize planned community events & programs to engage with participants.
 - a. Events through February & March
 - b. Pass out handouts
 - c. Have table for Q&A's

BREC OBSOLETE LAND

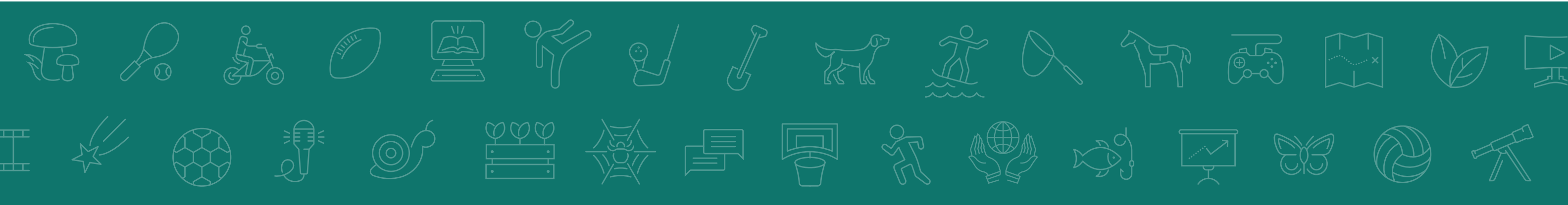
BREC Is Currently studying the park inventory to determine which parks can be designated as obsolete and ultimately sold or removed from the inventory.

This document identifies the parks in three phases of the study including those previously approved as Obsolete, those currently being studied, and those proposed to be studied moving forward. Any Final decisions regarding obsolete land status will come as a result of the studies and ultimately commission approval.

Contents:

- 1. Obsolete Land: Game Plan
- 2. Obsolete Land: Prior to 2025 Approved to Sell or Study
- 3. Obsolete Land: Studying as of 2025
- 4. Obsolete Land: Additional to be Studied (New)

1/22/2026 publish date



OBSOLETE LAND: GAME PLAN

#	Tasks	Driver	Assistant	Start Date	Due Date	Status	1/7	1/8	1/12	1/13	1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/12	3/19	3/20	3/26	4/3	4/10	4/17	4/23	5/1	5/8	5/9	5/15	5/22	5/29	6/5	6/12	6/19
1	Put obsolete land topic in Committee agenda	Brett																																	
2	Email realtors to prompt them get ready to meet with us	Brett																																	
3	Finalize the master list of land - to work from (tab #2)	Brett																																	
4	Reconcile the sale process(es) - Combined document	Brett	Aneatra																																
5	Meet with Committee for them to start reading list/discuss	Brett																																	
6	Meet with realtors to dive into the issues, process, price	Brett																																	
7	Identify Go/No go on all the properties	Brett																																	
6	Get Appraisals	Brett																																	
7	Return Propeties to other Agencies	Brett																																	
8	Put on the Committee agenda	Brett																																	
9	Go to committee and recommend action	Brett																																	
10	Put on the commissioner agenda	Brett																																	
11	Bring to commission; get resolution; start ordinance	Brett			3/31																														
12	Let the public know via notice period (15 days)	Brett																																	
13	Present to commission again to notify of responses	Brett																																	
14	Wait 10 days to begin selling properties	Brett																																	
15	Begin advertising (30 days required to advertise)	Brett																																	
16	Sell by auction, competitive bids, or negotiated sale	Brett																																	
17	Approve the individual sales of each property	Brett																																	
18	Sign off all documents as each one is ready to sell	Brett																																	
19	File the conveyance and Parish Public Records	Brett																																	

OBSOLETE LAND: PRIOR TO 2025 APPROVED TO SELL OR STUDY

Next Steps:

- Complete Study & Due Dilligence
- Proceed with the Obsolete Land Sale Process As Applicable

Obsolete Land Criteria:

1. **Redundant facility:** Two facilities located close together.
2. **Very small property:** Offers limited recreational value.
3. **Non-contiguous park portion:** A segment of a park that is not connected to the main property.
4. **Inaccessible area:** Land that is difficult to reach and has little to no ecological value.
5. **Located in a nonresidential area:** Or in a place where the local community does not desire service.
6. **Low public value:** The land does not justify long-term maintenance and operating costs.

Metro City	Park Name	Recommen ded Offload Option	Obsolete Criteria Ref	Acreage	LWCF	Deed Restriction s	Return to City/Parish	Unsellable due dev restriction s	Challenges	Q1	Q2	Q3	Q4	Q1 '07	Q2 '07	Q3 '07	Q4 '07	Appraised \$
BR	Alexander Street Park	Sell	5, 6	8.83	No	No	No	No							x			
BR	Cortana Place Park	Sell	4, 5, 6	14.84	No	No	No	No	Limited access to the site			x						
St. G	Lafitte Hill Park Lot 7	Sell	2, 6	1.13	No	No	No	No	Desirable neighborhood, but site is low			x						
Unincorp	Sharon Hills Senior Center	Sell	2, 3, 6	0.27	No	No	No	No				x						
BR	Wenonah Street Park	Sell	2, 6	0.10	No	No	No	No							x			
Zachary	Avenue F Park	Sell	2, 6	0.30	No	Yes	No	No							x			
Zachary	Hunter's Point Drive	Sell	2, 6	0.20	No	Yes	No	No							x			
BR	East Brookstown Park	CEA	1, 2, 6	1.00	No	No	Yes	No				x						
BR	Tuscarora Street Park	CEA	1, 2, 6	0.30	no	No	Yes	No							x			
Central	Droze Road	CEA	1, 6	2.75	Yes	No	Yes	No				x						
BR	Sharp Road Park (outparcel)	CEA	2, 3, 6	0.47	No	Yes	Yes	No	Potential HUD deed restriction			x						
BR	Forty Eighth St	CEA	1, 2, 3	0.10	Yes	Yes	No	Yes				x						
BR	Corporate Parkway	CEA	2,3, 6	0.054	No	Yes	Yes	Yes	Several small lots on top of a drainage servitude - Return to City/Parish			x						
BR	Mary Ruth Park	CEA	2, 6	0.50	No	Yes	Yes	Yes				x						
BR	Buchanan Park	CEA		0.23	Yes	Yes	Yes	Yes				x						

OBSOLETE LAND: STUDYING AS OF 2025

Next Steps:

- Complete a study of Each Site
- Develop a Recommendation for Each Site.
- Complete Obsolete Land Process Where Applicable
- Getting Land Appraised
- Proceed With the Obsolete Land Sale Process

Obsolete Land Criteria:

1. **Redundant facility:** Two facilities located close together.
2. **Very small property:** Offers limited recreational value.
3. **Non-contiguous park portion:** A segment of a park that is not connected to the main property.
4. **Inaccessible area:** Land that is difficult to reach and has little to no ecological value.
5. **Located in a nonresidential area:** Or in a place where the local community does not desire service.
6. **Low public value:** The land does not justify long-term maintenance and operating costs.

Metro City	Park Name	Recommended Offload Option	Obsolete Criteria Ref	Acreage	LWCF	Deed Restrictions	Return to City/Parish	Unsellable due dev restrictions	Challenges	Q1	Q2	Q3	Q4	Q1 '07	Q2 '07	Q3 '07	Q4 '07	Appraised \$
BR	Belfair Park	Sell	1, 2, 6	0.93	No	No	No	No				x						
BR	Blueberry Street Park	Sell	1, 2, 6	2.181	No	No	No	No				x						
BR	N. 14th Street Park	CEA	1, 6	0.564	No	No	No	No							x			
St. G	Industriplex Park	Sell	6	8.862	No	No	No	No		x								
Unincorp	Sharon Hills (NE Parcel)	Naturalize	2, 3, 6	0.5	No	No	No	Yes	Partial power servitude	x								
BR	Duchess Drive Park	Sell	20.784	Yes	No	No	No							x			
BR	Pawnee Street Park	Sell	6	0.766	No	Yes	Yes	No				x						
BR	Forty-Eighth Street Park	Sell	1, 6	2.55	Yes	Yes	No	No							x			
Baker	Baker Playground (MLK Park)	CEA	1, 2	0.5	No	No	Yes	Yes	Amend CEA with the City of Baker			x						
BR	Fairfax Park	CEA	2, 6	1	No	No	Yes	Yes				x						
BR	Leeward Drive Park	CEA	2	0.5	No	No	Yes	Yes				x						
St. G	Woodlawn Walking Trail	CEA	6	No	No	Yes	Yes	See CEA if schoolboard take over maitnenance and operations			x						
BR	North Boulevard Park	CEA	2, 6	0.155	Yes	No	Yes	Yes	Transfer to Housing Authority			x						
BR	Bird Station Park	CEA	2, 6	4	Yes	Yes	Yes	Yes	LWCF Technically a servitude Difficulty finding landowners									

OBSOLETE LAND: ADDITIONAL TO BE STUDIED

Next Steps:

- Complete a study of Each Site
- Develop a Recommendation for Each Site.
- Complete Obsolete Land Process Where Applicable
- Getting Land Appraised
- Proceed With the Obsolete Land Sale Process

Obsolete Land Criteria:

1. **Redundant facility:** Two facilities located close together.
2. **Very small property:** Offers limited recreational value.
3. **Non-contiguous park portion:** A segment of a park that is not connected to the main property.
4. **Inaccessible area:** Land that is difficult to reach and has little to no ecological value.
5. **Located in a nonresidential area:** Or in a place where the local community does not desire service.
6. **Low public value:** The land does not justify long-term maintenance and operating costs.

Metro City	Park Name	Recommend d Offload Option	Obsolete Criteria Ref	Acreage	LWCF	Deed Restrictions	Return to City/Parish	Unsellable due dev restrictions	Challenges	Q1	Q2	Q3	Q4	Q1 '07	Q2 '07	Q3 '07	Q4 '07	Appraised \$
BR	Fortune addition	Sell	1	10.18	no	No	No	No	Located in high equity zone, community pushback									
Zachary	Little Farms	Sell	1	2.3	Yes	No	No	No	Recent Improvements, community push back									
BR	Seventh	Sell	1	0.3	No	Yes	No	No	Community Push Back, Deed restriction									
Unincorp	Lebrent	Sell	2	0.1	No	Yes	No	No	Community Push Back, Deed restriction									
BR	Edward Ave Park	CEA	2,6	0.3	No	No	Yes	Yes										
BR	Dayton Street Park	CEA	1,6	0.5	No	No	Yes	Yes										
Unincorp	Lanier Drive Park	Sell	1	3.2	No	No	No	No	Community pushback									
Unincorp	Samuel D'Agostino Park	Naturalize	6	10.33	Yes	Yes	No	Yes	Community push back, deed restriction									
Unincorp	Ligon Road Park	Sell	1	2.68	Yes	No	No	No	Community Push back									
BR	Camelot Park	CEA	1	0.75	No	No	Yes	Yes	Community Push back									
BR	Fortune Addition Park	Sell	1	10.18	No	No	No	No	Community Push back									
BR	North 18Th Street Park	Sell	1	0.99	No	Yes	No	No	Community push back, deed restriction									
BR	Roosevelt Street Park	Sell	1	3.3	Yes	No	No	No	Community Push back									
Unincorp	Dover Street Park	Sell	1	4	No	No	No	No	Community Push back									
Unincorp	Brown Heights Park	Sell	6	6.7	Yes	No	No	No	Community Push back, LWCF									

APPENDIX A: CURRENT LARGE / SEALED BID CONSTRUCTION PROJECTS - FINANCIAL STATUS (PRIOR MONTH END)

Project Name	Original Contract Total	Current Approved Change Order Total	Revised Contract Total *	Expense To Date (including Retainage)	Project Start Date	# of Contract Days	% Complete	# of Change Order Days (+/-)	Current Contract End Date**	Change Order Requests - UNDER REVIEW	Anticipated Contract Total- UNDER REVIEW	Pay Apps Received UNDER REVIEW	P&E's Current Estimated Project Completion	Project Acceptance Date	Lien Period	Status Update
Howell Rec Center & Pool	\$7,495,000	\$748,891	\$8,243,891	\$8,113,233	11/17/2020	390	98.4%	316	10/24/2022	\$0	\$8,243,891	\$0	Substantially Complete	4/30/2024	-	• Final contract closeout PENDING
Flanacher Park Recreation Building and HVAC Repairs	\$329,260	\$45,303	\$374,563	\$357,747	8/13/2024	270	95.5%	75	7/24/2025	\$0	\$374,563	\$35,775	Substantially Complete	7/24/2025	rec'd	• Clear Lien received • Pending final contract closeout
Highland Tennis	\$1,146,500	\$12,551	\$1,159,051	\$937,400	12/16/2024	200	80.9%	61	9/3/2025	\$0	\$1,159,051	\$0	Substantially Complete	10/1/2025	-	• New Courts Complete • New lighting for 13 remaining courts completed. • New design & construction project for Re-surfacing underway
Freedom Heritage Trail (CMAQ Trail)	\$5,277,000	\$305,391	\$5,582,391	\$4,463,865	9/8/2024	250 (working days)	80.0%	67	12/23/2025	\$0	\$5,582,391	\$0	End of 2025	-	-	• Substantially complete • Punch list underway
Alsen Park Playground	\$376,761	-\$33,607	\$343,154	\$337,487	5/7/2025	180	98.3%	30	12/3/2025	\$0	\$343,154	\$0	Substantially Complete	11/11/2025	-	• Contractor work Substantially Complete. • Punchlist Items remaining • CCD work began to complete the project - wet weather delays.
Cypress Bayou LWI Green Infrastructure	\$8,012,530	-\$977,205	\$7,035,325	\$2,032,648	7/18/2025	450	28.9%	0	10/11/2026	\$0	\$7,035,325	\$0	Late Fall 2026	-	-	• Dredging and new bank shaping in main lake • Digging lake expansion to the south & new forebay at Lavey Lane • Stockpiling of cut materials and dredge for new landforms • Lake dredging showing large amounts of additional sediment to be removed. Change Order request pending submittal
Magnolia Mound Historic House HVAC	\$330,000	\$0	\$330,000	\$318,000	7/25/2025	180	96.4%	0	1/21/2026	\$0	\$330,000	\$21,226	Early 2026	-	-	Nearing Completion
Drives & Parking Lot Paving (3 Parks)	\$786,900	\$0	\$786,900	\$0	12/1/2025	240	0.0%	0	7/29/2026	\$0	\$786,900	\$0	Late Summer 2026	-	-	• Work to be scheduled in order: Anna T. Jordan Community Park, Howell Community Park, Lovett Road Park • Contractor setting up testing and submittals
Beaver Creek Culvert Replacement	\$159,600	\$0	\$159,600	\$0	1/12/2026	90	0.0%	0	4/12/2026	\$0	\$159,600	\$0		-	-	• Pre-construction meeting held January 8, 2026
TOTALS:	\$23,913,551	\$101,323	\$24,014,874	\$16,560,380	Total Represents the Budgeted Amount for the Project and ALL Change Orders Incurred. The Percent Complete is based strictly on the amount paid by BREC to the Contractor to date over the Current Contract Cost. The percent complete may not reflect total level of effort or project progress not yet paid to the Contractor.											
	Total Change Order Percent †	0.4%	** Current Contract End Date represents the Original contract end date plus all change orders. There may be change orders that have yet to be processed. † Total Change Order percent includes concurrent deductive Change Orders for two (2) projects totaling \$1,011,825. Without these deductive change orders the total percentage is													

Substantial Completion indicates that the project is ready for use by BREC
Clear Lien is obtained by the Contractor 45 days after the Substantial Completion is recorded with the EBRP Clerk of Court and indicates that there are no liens on the contractor or project.

APPENDIX B: NATURAL RESOURCE MANAGEMENT - DECEMBER'S WORK

Management Activity	Park	Specific Location	Notes	Partners
Garden Maintenance				
Baton Rouge	Forest Community Park	Gardens	Pulled weeds, staked or cut back top heavy plants, collected seeds	Green Force
Invasive Removal				
Central	Central Sports Park	Fishing pond	Mechanically removed salvinia around pond edges	
St. George	Kendalwood Conservation Area	Arrowwood Trail	Ardisia removal	Green Force
Planting & Plant Maintenance				
St. George	Cedar Ridge Ave Park	Clearing behind sports fields	Planted 350 trees (cherrybark and nuttall oaks) with students from the Brighton School	Coastal Roots
Baton Rouge	Convention Street	Retention planting	Site visit, pulled weeds, picked up trash, cleared debris from storm drains	
Baton Rouge	Greenwood Community Park	Bayou/Promenade, Bear Hill	Cut back vegetation along bayou promenade, removed vines from trees	
			Created micro-terrace in bayou, checked on bear hill and tree planting	
Unincorporated	Sharon Hills Park		Cleared extra area for tree plantings, planted 500 trees (cherrybark and water oak) with 80 8th graders from Our Lady of Mercy	Coastal Roots
Pond Maintenance				
Central	Blackwater Conservation Area	Fishing pond	Pond check, removed small amount of Salvinia	
Central	Central Sports Park		Pond check (discovered salvinia), measured distance from parking lot to pond for trout stocking	
Baton Rouge	Howell Community Park		Pond check	
Baton Rouge	Perkins Road Community Park		Pond check, measured distance from parking lot to pond for trout stocking	
Baton Rouge			Cut back emergent vegetation around banks to create fishing access	
Zachary	Zachary Community Park		Pond check, evaluated site for trout stocking	
Programming				
Baton Rouge	Forest Community Park	Rec center, Poplar Pine Loop	Training for ~20 new Green Force members	Green Force
Trail Maintenance				
St. George	Bayou Manchac Park	Trails	Finished bog bridge (added one 8' and one 4' segment)	
St. George		Trails	Post-flooding trail assessment and maintenance; removed 3 downed trees along trail; blew leaves off nature trail and launch; cleaned all signage	
St. George		Trails, Wetland	Cut back wetland, blew leaves on launch, cut back planting by launch	
Central	Blackwater Conservation Area	Trails	Loppers, shears	
Unincorporated	Bluebonnet Swamp Conservation Area	Trails	Removed hanging limb over boardwalk, blew trails, trail maintenance	
Unincorporated		Trails	Backpack blower, pole hedgetrimmer	
Unincorporated		Trails	Backpack blower, shears, loppers	
Unincorporated		Trails	Shears, loppers, backpack blower, polesaw	
Unincorporated		Birding trail	Shears, loppers, backpack blower	
St. George	Cedar Ridge Ave Park	Trails	Shears, loppers	
Baton Rouge	Forest Community Park	Trails	Blower, pole hedgetrimmer	
Central	Frenchtown Conservation Area	Bamboo Loop	Removed 3 snags overhanging Bamboo Loop, cleared fallen debris off of and over trail	
Central		Trails	Post-flooding trail assessment and maintenance; reinstalled bog bridge along Hardwood Loop; replaced brochure holder on front kiosk; cleaned all signage; blew leaves off all bridges	
Central		Trails- Forest Edge and Amite Overlook	Removed fallen tree off of bridge, assessed damage to bridges along forest edge trail	
St. George	Highland Road Community Park	Trails	Trail Maintenace; Reroute on Semita Minor Trail	
St. George	Kendalwood Conservation Area	Trails	Trail maintenance; removed 2 downed trees on trail; closed portion of trail	
Unincorporated	Sandy Creek Community Park	Trails	Trail maintenance, cleared blowdowns off trail	
Unincorporated	Sharon Hills Park	Trails	Trail Maintenance- Cleared serveral downed limbs from trails	
Unincorporated		Trails		Green Force
Unincorporated		Trails	Installed 3 temporary maps, added rubber mat to kiosk w/ Green Force poster, surveyed for common salvinia	



APPENDIX C: IYP3 KEY FOCUS AREAS

Focus Area	Item	Task	Complete	In Progress	IYP3 Recommendations	PROJECTED COMPLETION				
						2025	2026	2027	2028	
#1 Mission & Focus										
1	1.1		Review and revise BREC’s mission statement.	yes		23.2				
1	1.2		Develop a shared definition of BREC’s core services	yes		23.2				
1	1.3		Use the updated mission statement and core services definition to recalibrate subsidy/revenue generation targets across system.	yes		23.2				
#2 Rec Center Transition										
2	2.1		Complete the Recreation Center Transition Plan (including additional community engagement)	yes		21.1				
2	2.2		Implement a new recreation models communications campaign to increase awareness of the need for change		TRUE	21.1				
2	2.3		Offline 2-3 recreation centers by end of 2027	yes		21.1				
2	2.4		Construct 1-2 new outdoor recreation hubs			21.1				
2	2.5		Add air conditioning to 1-2 recreation centers		TRUE	21.1				
2	2.6		Pilot partnership operational models at 1-2 recreation centers.		TRUE	21.4				
#3 Supporting BREC Staff										
3	3.1		Review and update work order system based on IYP3 principles	yes		23.4				
3	3.2		Develop a transparent work-order dashboard	yes		23.4				
3	3.3		Create 3 programs, initiatives, or events to increase community among BREC staff	yes		23.3				
3	3.4		Implement heat resilience operational policies to increase access to indoor air conditioned spaces and water on hot days for staff who work outside			14.5				
3	3.5		Develop and implement strategies for active recruitment of key positions		TRUE	2.3				
3	3.6		Develop a leadership cohort program		TRUE	23.5				

APPENDIX C: IYP3 KEY FOCUS AREAS (CONTINUED)

Focus Area	Item	Task	Complete	In Progress	IYP3 Recommendations	PROJECTED COMPLETION			
						2025	2026	2027	2028
#4 Greenway Funding & Maintenance Models									
4	4.1	Test operational models with the City-Brooks Park, Health Loop, and Scotlandville Parkway projects.		TRUE	16.3				
4	4.2	Develop a plan for preferred model(s) future system expansion that addresses funding, ownership, multi-jurisdictional coordination/planning, and maintenance. Begin taking steps to move to the preferred model(s).		TRUE	16.4				
4	4.3	Increase private support for greenways, including financial contributions and volunteer hours.		TRUE	16.3				
4	4.4	Build an additional 5 miles of greenway trails.		TRUE	16.2				
4	4.5	Implement safety/security strategies along 3 miles of existing trails.		TRUE	8.2				
#5 Safe Park Pilot Program									
5	5.1	Develop a pilot program and design guidelines for park safety and security including a combination of technology/ design strategies and programming.	yes	FALSE	8.1				
5	5.2	Test this at 2-3 locations.	yes	FALSE	8.1				
5	5.3	Review lessons learned and develop a plan to scale up the program to more locations.		TRUE	8.1				
5	5.4	Continue to invest in safety/security technology and physical improvements across the system.		TRUE	8.2				
5	5.5	Continue to collect data on safety/security incidents and use this information to target safety/security strategies.		TRUE	8.2				
5	5.6	Implement improvements to increase safety for BREC staff.		TRUE	8.4				
#6 Mowing Reduction and Reforestation Pilot Program									
6	6.1	Scale up current efforts and reduce mowing across the system. Aim for a reduction of 50-75 acres, which is about a 3.5% reduction by the end of year 3.		TRUE	22.2				
6	6.2	Update maintenance standards and adjust mowing schedules to 10-14 day cycle where possible.		TRUE	22.3				
6	6.3	Implement “Low Mow May” areas in 10 parks and pair this with marketing campaigns/signage to increase awareness of benefits of low-mow			22.3				
6	6.4	Implement the obsolete land list including selling or transferring ownership of 50% of the existing list in the next three years.		TRUE	22.1				
6	6.5	Shift 2-3 parks to lower maintenance typologies or add them to the off-line list.		TRUE	22.1				
6	6.6	Reforest 10 acres of parkland.			22.2				
6	6.7	Complete Natural Resource Inventories of all conservation areas and most nature reserves.		TRUE	15.1				

APPENDIX C: IYP3 KEY FOCUS AREAS (CONTINUED)

Focus Area	Item	Task	Complete	In Progress	IYP3 Recommendations	PROJECTED COMPLETION			
						2025	2026	2027	2028
#7 Alternative Funding									
7	7.1	Evaluate earned revenue opportunities. Adjust prices and expand concessions or other earned revenue in several facilities.		TRUE	24.4				
7	7.2	Expand BREC promotional merchandise. Make it available at some parks/facilities.		TRUE	10.8				
7	7.3	Continue to pursue grant funding and private sector support.		TRUE	23.6				
7	7.4	Explore other opportunities to diversify funding sources (ex. Feasibility of TIF funding in partnership with municipalities, etc.).		TRUE	24.3				
7	7.5	Standardize practices to develop a maintenance, operations, and staffing plan for new capital improvements.		TRUE	23.1				
#8 Heat Action Plans									
8	8.1	Form a BREC Heat Team.			14.5				
8	8.2	Develop the High Heat Day Action Matrix and begin implementing it during heat waves.			14.5				
8	8.3	Install new cooling features at 5 parks, with a focus on parks in equity zones.		TRUE	14.4				
8	8.4	Add water fountains at 5 parks, with a focus on parks in equity zones		TRUE	14.4				
8	8.5	Develop a heat illness training program and provide this training to park operations supervisors, park maintenance staff, program staff who run outdoor programs/events, and new employees who will work outside. Develop plans to scale it up to include contracted staff.		TRUE	14.6				
8	8.6	Continue to increase tree planting and shade at parks, with a focus on parks in equity zones.		TRUE	14.1				
#9 Strengthening Partnerships									
9	9.1	Increase capacity to work with partners.		TRUE	9.1				
9	9.2	Develop a partnership tier matrix and make it available on BREC’s website.			9.1				
9	9.3	Develop partnerships with 2-4 recreation providers to expand access, with a focus on equity zones.		TRUE	1.6				
9	9.4	Improve private support for BREC’s parks (financial contributions, volunteer hours, etc.)		TRUE	23.6				
#10 Reflect and Develop next strategic Plan									
10	10.1	Review the first strategic plan and use lessons learned to inform the development of the next strategic plan.			N/A				
10	10.2	Review the CIP prioritization framework and make any updates to the process.		TRUE	N/A				
10	10.3	Update the equity zones map with the latest available ACS data and to incorporate park investments over the past 3 years.			N/A				
10	10.4	Consider updating inventory data, with a focus on parks previously assessed in fair condition and/or that have had major projects in the past 3 years.	yes		N/A				
10	10.5	Complete the development of the next 3 year plan including updated CIP. Get ready to implement it!			N/A				

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

[WELCOMING EVERYONE: GOALS + STRATEGIES FOR EQUITY]

Principle 1: Equity, Welcoming Everyone											PROJECTED COMPLETION		
Goal	Strategy	Recommendations	Quick Win	High Priority	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2026	2027	2028
01 Equitable Quality													
Develop and maintain high-quality parks, facilities, and programming across all communities while also adapting to unique neighborhood needs.	1.1 Updated Level of Service Standards	Develop updated level of service standards that consider the region’s diverse development patterns and equity goals.		Yes	P+E and Recreation, in collaboration with all departments as well as the community	TPL	1.4			yes			
	1.2 Equity-based Reinvestment	Reinvest in under-served communities and in parks/facilities that have important equity legacies.			P&E, in collaboration with Recreation and P&D	CAC’s, Friends Groups, and local, applicable non-profits				yes			
	1.3 Minimum Comfort Standards	Define minimum comfort standards for parks and recreation facilities (ex. A/C in indoor facilities, water fountains for parks, etc.) and prioritize achieving these first in equity zones.	Yes	Yes	P&E in collaboration with Recreation and P&D	CAC’s, Friends Groups, and local, applicable non-profits	13.1,14.3			yes			
	1.4 Priority Equity Mapping	Maintain priority equity mapping along with the BREC strategic plan to identify priority regions for future investments			P&E in collaboration with from Recreation and P&D	CAC’s, Friends Groups, and local, applicable non-profits	1.1			yes			
	1.5 Community + Staff Park Audits with Projects	Include a community + staff park audit as a component of planning for major park and facility renovations to gather resident ideas and maintenance concerns about local parks and programs.			P&D in partnership with the local communities	CAC’s, Friends Groups, and local, applicable non-profits				yes			
	1.6 Partnerships to Expand Access	Develop partnerships with schools, other recreation providers, and “non-traditional” landowners to increase access to and maintenance of greenspace across the parish.			P&D in partnership with the local communities	CAC’s, Friends Groups, and local, applicable non-profits	9.1	9.3		yes			
	1.7 Expanding Access through New Development	Expand partnerships and incentives for the development community to increase park access and maintenance across the parish in accordance with growth.			P&D and Superintendent’s Office	TPL, local municipalities, and developer community				yes			
02 Equitable Operations													
Develop a robust workforce by increasing access to opportunity through equitable hiring, operations, education/training, and internal advancement within the department.	2.1 Equitable Procurement and Purchasing	Supporting small, local, and minority owned businesses that can provide services to BREC in alignment with BREC’s updated DBE policy.		Yes	Purchasing and Small Business Mgr	Local non-profits and municipal governments				yes			
	2.2 Staff Training on Equity Topics	Expand staff training programs to include topics such as parish history, equitable and ethical practices, implicit biases, and engagement strategies for relevant BREC staff that work directly with system users including full-time staff, contractors, instructors, partners, and BREC leadership.			HR in collaboration with all other departments	Local training or consulting businesses, historians, and community leaders				yes			
	2.3 Expanded Recruitment	Engage BREC department staff in the recruitment process and actively recruit for open positions to draw in the highest quality professionals from the state and greater region.		Yes	HR	Communications		2.3		yes			

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

[WELCOMING EVERYONE: GOALS + STRATEGIES FOR EQUITY]

Principle 1: Equity, Welcoming Everyone											PROJECTED COMPLETION		
Goal	Strategy	Recommendations	Quick Win	High Priority	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2026	2027	2028
03 Accessible, Welcoming Design													
Implement park design strategies that improve accessibility and increase a sense of belonging for community members who may have historically or currently face barriers to access.	3.1 Language Access Plan	Develop a language access plan for increased multilingual marketing, programs, and park amenities like signage.			P&E and Communications	Friends groups in applicable communities							
	3.2 ADA Transition Plan implementation	Continue to implement the ADA transition plan in existing parks			P&E and Park Ops	Disability Advocacy Groups				yes			
	3.3 Inclusive Design Toolkit	Create an Inclusive Design Toolkit which lists the baseline accessible amenities that BREC should offer.			P&E in collaboration with Recreation, HR, Park Ops, and a CAC								
04 Engaged Participation													
Identify and reduce barriers to participation, while also expanding avenues for community engagement regarding future BREC investments and decisions	4.1 Innovative Community Engagement	Explore innovative community engagement strategies to increase participation of non-traditional park users.		Yes	P&D in collaboration with Recreation, Communicaitons, and P&E	CAC's, Friends Groups, and local applicable non-profits, area businesses, and area schools	2.2			yes			
	4.2 BREC Youth Advisory Council	Explore development of a BREC youth advisory council that meet regularly to discuss issues in their communities from a youth perspective and provide input on new programming and marketing ideas.			Recreation and P&D	Communications, area schools, youth organizations							
05 Inclusive Stories													
Diversify interpretive signage, programs, and events to center underrepresented stories, people, and places	5.1 Underrepresented Stories Signage	Develop historical and interpretive signage standards that elevate the underrepresented stories and histories of BREC and the parish.			Communications, P&E, and P&D	Local historian and higher education institutions	5.2			yes			
	5.2 Historical Programming	Create historical programming to connect underrepresented narratives to the parks and facilities using existing BREC standards.			Recreation, P&E, and P&D	Local historian and higher education institutions				yes			
	5.3 Equity + History Partnerships	Explore opportunities to partner with higher education institutions to develop materials about the intersection of park facilities, equity, and parish history.			Recreation, P&E, and P&D	Local historian and higher education institutions	5.1,5.2						

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

[CONNECTED PEOPLE: GOALS + STRATEGIES FOR SENSE OF COMMUNITY + PROGRAMMING]

Principle 2: Community, Connected People											PROJECTED COMPLETION		
Goal	Strategy	Recommendations	Quick Win	High Priority	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2026	2027	2028
06 Programming													
Expand and diversify programming to meet BREC's focus on equity and national and regional trends.	6.1 Responding to Recreation Trends	Test new recreation programs related to national and regional trends to identify possible new program offerings.			Recreation and P&E					Yes			
	6.2 Reduced Barriers to Programming	Continue to reduce barriers to participation in BREC programming and consider opportunities for partnerships to expand access			Recreation in collaboration with P&D	Schools and local organizations	4.1, 10.1, 10.2, 10.4, 10.5			Yes			
	6.3 Flexible Gathering Spaces	Design parks and facilities with flexible gathering spaces and functionalities that can be used for community events and programs especially in neighborhoods with high amounts of multi-family housing and density.		Yes	P&E SOP, P&D, and Recreation	CACs and Friends Groups				Yes			
	6.4 Wifi Access at Key Parks	Develop public internet hot spots that can be utilized by nearby residents to further expand internet access in parts of EBRP that have low internet access as identified in the ConnectLA Study and map parks within these areas.	Yes		P&E, I.S., Recreation, and Park Ops	Local Government in collaboration with state and federal grants							
	6.5 Online Reservation System	Update BREC reservation systems to allow for online reservations of community spaces and cross department access of reservation logs.	Yes	Yes	Recreation, I.S., and Communications					Yes			
	6.6 Shared Staffing across Recreation Centers	Consider staffing models that share staff across multiple BREC recreation centers in areas with multiple centers.			Recreation in collaboration with P&D					Yes			
07 Community Health													
Continue to support community health and wellbeing through recreation offerings, education, social connection and relaxation	7.1 Health Partnerships	Expand access to exercise amenities at BREC parks through partnerships and funding from local health clinics or donors, and explore other opportunities for financial support from EBRP healthcare sector.			Support organization in collaboration with P&D and other applicable departments	Healthcare providers				Yes			
	7.2 ParkRX Program	Explore the opportunity of a ParkRX program with local health care agencies.			Recreation and P&D	Healthcare providers, Insurance companies							
	7.3 Healthy Food Programs	Expand healthy food programs such as community garden spaces and nutrition program partnerships within parks, prioritizing parks that are near concentrations of multifamily housing.			Recreation and P&D	The Walls Project, HealthyBR, local farmers, and Friends Groups				Yes			
	7.4 Community Health Resources	Facilitate community health programs at BREC facilities by providing spaces for partners to use to offer programs.			Recreation and P&D	Local farmers or horticulturalists, LA Department of Health, WellAhead Program, and CPEX	7.1						
08 Safety and Security and Activation													
Continue to make BREC facilities active, safe, and positive places to visit and enjoy	8.1 Safe Parks Design Pilot Program	Develop a safe parks design pilot program to identify elements of park design and policies residents associate with increased security. Utilize this data to then develop safe parks design guidelines which can be tested at select park locations to promote safe park design in EBRP.		Yes	P&E in collaboration with Recreation	CAC, design professionals, and law enforcement	8.2, 10.1	5.1, 5.2, 5.3		Yes			
	8.2 Safety/Security Investments	Continue to invest in technology (cameras, license plate readers, etc.), lighting, and physical safety improvements in strategic park and greenway locations along with data collection of incidents to curb vandalism and delinquency in parks.			P&E, I.S., Recreation, RM, and Park Ops, and P&D	Law enforcement; Friends Groups; Neighborhood Associations	8.1, 10.1	4.5, 5.4, 5.5		Yes			
	8.3 Safety-based Programming Initiatives	Develop safety based programming and initiatives such as a Park Ambassador Program in parks adjacent to high-crime neighborhoods to create a renewed sense of safety in parks and greenways.			Recreation and P&D	Friends Groups, Volunteers, local non-profits, other governmental agencies	8.1						
	8.4 Staff Safety Standards	Develop staff safety standards and assess existing staff work locations for improvements to ensure the safety of BREC staff and security of property.	Yes		Risk Management in collaboration with Park Ops, HR, and Recreation	BRPD and CPEX		5.6		Yes			

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

[CONNECTED PEOPLE: GOALS + STRATEGIES FOR SENSE OF COMMUNITY + PROGRAMMING]

Principle 2: Community, Connected People											PROJECTED COMPLETION		
Goal	Strategy	Recommendations	Quick Win	High Priority	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2026	2027	2028
09 Partnerships													
Expand and foster partnerships with community organizations and stakeholders to improve community health, foster equitable access, and expand programming opportunities	9.1 Tiered Partnership Framework	Develop a tiered partnership framework to create guidelines for partnership commitments and level of BREC support.		Yes	P&D			9.1, 9.2		Yes			
	9.2 Online Partnership Information	Create an easy-to-access page on the BREC website that lists partnership requirements associated with each tier, highlights existing partners and the work done with each, and allows stakeholders to submit a partnership application form for consideration.	Yes		P&D is lead to provide info and requirements, communications would help in hosting information online.					Yes			
		Foster partnerships in areas with multiple BREC recreation centers to utilize existing infrastructure and support existing programs in a community.			Recreation in collaboration with P&D	local non-profits				Yes			
	9.3 Friends Group Formation	Continue to promote Friends Groups and assess how to overcome barriers to formation.			P&D in collaboration with Recreation								
10 Marketing and Communications													
Continue to expand awareness of BREC facilities and programs, with an equity focus	10.1 Integrated Communication Channels	Ensure consistent messaging across all communication channels, including traditional and non-traditional media, and in-person interactions.			Communications in collaboration with P&D and I.S.	Local Community Organizations, Schools and Universities, Local Businesses, and Marketing Experts and Consultants				Yes			
	10.2 Enhanced Interactive Online and Social Media Presence	Boost digital engagement by expanding online and social media marketing efforts.			Communications	Local Influencers and Content Creators, Digital Marketing Agency, Schools and Universities, and Technology Partners				Yes			
	10.3 Comprehensive Content and Traditional Media Strategy	Continue BREC’s robust content marketing plan to ensure a wide reaching and consistent presence across multiple platforms.			Communications in collaboration with P&D					Yes			
	10.4 Equity-focused Outreach	Implement targeted marketing campaigns aimed at underrepresented communities.			Communications	Local Community Organizations, Schools and Universities, Faith-Based Organizations, and Healthcare Providers and Clinics				Yes			
	10.5 Communications Partnerships	Expand outreach methods in collaboration with partners to help increase audience to non aware users.			P&D	Local Media Outlets				Yes			
	10.6 Feedback Mechanisms	Establish robust feedback mechanisms to continuously gather community input.			P&D in collaboration with Communications, IS, and all other BREC departments as well as the community	Local Community, Organizations, Schools and Universities, Faith-Based Organizations, Local Businesses, and Healthcare Providers and Clinics				Yes			
	10.7 Safety and Quality Assurance Marketing Campaign	Highlight ongoing safety and quality improvements in marketing campaigns to reassure visitors to maintain a positive reputation.			P&D in collaboration Communications	Local Media Outlets				Yes			
	10.8 Promotional Merchandise	Distribute BREC-branded merchandise at events and through local partners to increase brand visibility and foster community pride.	Yes		Communications			7.2		Yes			
	10.9 New Marketing Budget Process	Adjust the way BREC sets the annual marketing budget.			Superintendent’s Office and Communications	Finance Department, Program Managers, and Marketing Experts and Consultants				Yes			

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

[CONNECTED ENVIRONMENT: GOALS + STRATEGIES FOR ENVIRONMENT + RESILIENCE]

Principle 3: Environment, Connected Environment											PROJECTED COMPLETION		
Goal	Strategy	Recommendations	Quick Win Votes	High Priority Votes	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2026	2027	2028
11 Sustainable Landscapes and Environmental Quality													
Scale up sustainable landscape management practices to reduce long-term maintenance efforts and contribute to the health of the EBPR ecosystem.	11.1 Sustainable Landscapes and Maintenance	Expand and enhance sustainable landscape practices and maintenance strategies, including meadows, reduced mowing, and tree groves, to boost ecological value while ensuring visitor safety at BREC facilities.			Park Ops and NRM	P&E				Yes			
	11.2 Tree Preservation and Planting Program	Develop and implement a comprehensive tree preservation and planting program focusing on species with high carbon sequestration and air pollution removal capabilities.			Park Ops and NRM	P&E and conservation programs				Yes			
	11.3 SITES Accreditation for Parks	Explore the possibility of meeting some of the standards set by the Sustainable Sites Initiative (SITES) accreditation for BREC parks, demonstrating commitment to sustainable landscape practices.			P&E and NRM	Park Ops							
	11.4 Develop Tree Ambassador Program	Create and implement a Tree Ambassador program to educate the community on tree benefits and promote tree planting beyond BREC parks.			P & E, Park Ops, NRM, CORE	Baton Rouge Green: Baton Root				Yes			
	11.5 Biodiverse Planting Areas	Increase and diversify biodiverse planting areas across all BREC parks, incorporating various native landscape types and scales.			P&E, Park Ops, and NRM					Yes			
	11.6 Native and Climate- Appropriate Species	Implement a policy to prioritize native and climate-adaptive plant species in all BREC park plantings, considering future climate scenarios.			P&E and Park Ops					Yes			
12 Sustainable Facilities													
Continue to implement sustainable practices across the BREC system to reduce the system's environmental footprint and reduce energy costs.	12.1 Energy Audits and Upgrades	Conduct thorough energy audits of BREC facilities and implement cost-effective energy-saving measures, including exploration of solar options for energy resilience.	Yes		P&E								
	12.2 Community Resilience Hubs	Continue to explore how BREC facilities can act as resilience hubs for the community.		Yes	P&E					Yes			
13 Water Management													
Increase the capacity of BREC parks to manage storm water and contribute to regional flood solutions through green infrastructure and innovative design.	13.1 Vegetated Swales	Replace concrete drainage swales with vegetated alternatives to enhance water management.			P&E					Yes			
	13.2 Enhanced Water Storage Capacity in Park System	Expand water storage capabilities within BREC parks to mitigate local flooding and improve overall water management.			P&E					Yes			
	13.3 Environmental Performance Metrics	Develop and implement a comprehensive set of environmental performance metrics for stormwater management and flood mitigation in BREC parks.			P&E					Yes			
	13.4 Water Management Partnerships	Strengthen and expand partnerships with public agencies to enhance regional stormwater management strategies in East Baton Rouge Parish			BREC, Amite River Basin Commission, Pontchartrain Levee District, City Parish, and other agencies involved in regional flood risk reduction					Yes			
	13.5 Floodplain-Aware Facility Planning	Develop and implement a BREC policy for flood-resilient facility placement and program design based on current and projected floodplain data, where possible.			P&E					Yes			
	13.6 Green Infrastructure Maintenance Standards	Create comprehensive maintenance standards for green infrastructure elements, including capacity thresholds and tiered maintenance levels			P&E					Yes			

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

[CONNECTED ENVIRONMENT: GOALS + STRATEGIES FOR ENVIRONMENT + RESILIENCE]

Principle 3: Environment, Connected Environment											PROJECTED COMPLETION		
Goal	Strategy	Recommendations	Quick Win Votes	High Priority Votes	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2026	2027	2028
14 Heat Resilience													
Contribute to cooler communities and heat relief, especially in areas experiencing higher (localized temperatures (urban heat island effect), through strategic planting, shade structures, and cooling amenities with a focus on human comfort and well-being while using park facilities.	14.1 Tree Canopy Goals and Inventory	Develop and implement minimum tree canopy coverage goals for all BREC parks.			P&E			8.6		Yes			
	14.2 Cooling Features and Programming	Increase and enhance cooling amenities and related programming in BREC parks, with a focus on areas most affected by urban heat island effects			P&E and Recreation					Yes			
	14.3 Shade for Outdoor Activity Areas	Strategically implement shading solutions for playgrounds, sports fields, and outdoor activity areas, focusing on player and spectator comfort during typical usage times.		Yes	P&E					Yes			
	14.4 Heat Safety & Heat Resilience Policies	Develop BREC policies to support health and safety on hot days, such as shading all playgrounds and including water fountains in every park, starting in equity focus areas that experience elevated temperatures.		Yes	P&E		1.3, 14.1, 14.3, 14.5	8.3, 8.4	Yes				
	14.5 Heat Operations Action Plan + BREC Heat Team	Form an inter-departmental Heat Team and develop a Heat Operations Action Plan to guide how BREC will adjust outdoor work and programming on high-heat days, including related communication strategies.			P&E, Park Ops, Recreation, and Risk Management		14.4, 14.6	3.4, 8.1, 8.2		Yes			
	14.6 Heat Illness Awareness Training	Implement heat illness awareness training for outdoor workers and supervisors, programming staff, coaches, and contractors. (especially programming staff, coaches, and contractors who work with older adults, youth, and any other groups who are more sensitive to heat-related health problems.)			HR			8.5		Yes			
15 Open Space Preservation and Environmental Education													
Preserve high value landscapes that protect the scenic beauty and environmental function of the parish—supporting quality of life, environmental justice, community character, and economic development (retention/attraction of residents, businesses, and tourists). Promote community engagement and education by connecting residents to areas that reveal Louisiana's diverse natural landscape ecology.	15.1 Ecological Baseline Inventories	Complete comprehensive baseline inventories to assess the ecological health and value of BREC's conservation areas, nature reserves, and conservation management units.			P&E			6.7		Yes			
	15.2 Protecting and Enhancing Biodiverse Areas	Implement a comprehensive strategy to protect, enhance, and restore biodiverse areas with high biodiversity, incorporating adaptive management techniques and climate change considerations.			P&E					Yes			
	15.3 Expand Environmental Engagement	Increase and diversify environmental engagement opportunities across BREC's park system, including both conservation areas and general-use parks.			P&E, Rec, and P&D					Yes			
	15.4 Nature Reserve Communication	Develop and implement a comprehensive communication strategy to increase awareness of the value of BREC's nature reserves.			P&E and Communications					Yes			
	15.5 Conservation Partnerships	Develop and nurture strategic partnerships to enhance the long-term health and maintenance of BREC's conservation areas and nature reserves.			P&E and P&D					Yes			

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

[CONNECTED PLACES: GOALS + STRATEGIES FOR CONNECTIVITY]

Principle 4: Connectivity, Connected Places											PROJECTED COMPLETION		
Goal	Strategy	Recommendations	Quick Win	High Priority	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2026	2027	2028
16 Greenway System Expansion and Sustainable Maintenance													
Expand the greenway trail system, with a focus on developing models for sustainable maintenance.	16.1 Create Functional Use Classification System For Trails	Define the primary purpose of each trail section to determine its baseline level of service for access, amenities, and identify funding sources.				P&E		EBR Complete Streets Committee, DOTD, and CRPC Regional Bike Ped Committee					
	16.2 Pedestrian and Bicycle Network Mapping and Expansion	Continue to work with partners to prioritize, develop, and implement the EBRP pedestrian and bicycle network, including identifying and implementing new funding and maintenance models to ensure long-term sustainability.				City Parish and P&E		BREC P&E and P&D, EBR Complete Streets Committee, DOTD, and CRPC Bike Ped Committee		Yes			
	16.3 Coordinate and Share Resources with Partner Organizations	Advocate and coordinate with partner organizations for the build out of the EBR Bike Ped network and BREC Greenway system.		Yes		P&E, P&D, and Superintendent's Office		City Parish, DOTD, LDH, BRAF, BRAC, CRPC, and Safety Coalition		Yes			
	16.4 Advocate for Greenway Expansion and Inclusion in Public Works	Continue to identify and collaborate with partners to expand bike and pedestrian infrastructure in the parish.		Yes		P&E		Complete Streets Advisory Committee, DPW, DOTD City Parish, and CRPC		Yes			
17 Quality, Safe Routes to Parks													
Partner with other organizations to create safe networks of quality facilities to improve pedestrian, cycling, and transit networks to all facilities.	17.1 10-min Walk Access	Increase access to parks within 10-min walk gap areas, where possible while also prioritizing overall system sustainability. Prioritize increasing access within equity areas.	Yes			City Parish and P&E		BREC, DOTD, EBR Complete Streets Committee, and LDH					
	17.2 Barriers to Park Access Data Collection and Partnerships	In partnership with others, develop data and maps that identify the areas in greatest need of focus to improve pedestrian and bicycle access to parks.				City Parish, P&E		BREC, DOTD, EBR Complete Streets Committee, and LDH					
	17.3 Safe Routes Partnerships	Create collaborative partnerships to advocate and prioritize pedestrian and bicycle infrastructure improvements within a half mile to parks in areas with low car ownership.		Yes		P&E, P&D		DOTD, CRPC Safety Dept, Public Works, CATS, Entergy, and Police Dept.					
	17.4 Safe Routes To Parks Toolkit	Develop a Safe Routes to Parks Toolkit to identify strategies existing and proposed park facilities can implement.	Yes			P&E		EBR PW, Police Dept, Neighborhood Groups, Safe Routes Partnership, and TPL					

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

[CONNECTED PLACES: GOALS + STRATEGIES FOR CONNECTIVITY]

Principle 4: Connectivity, Connected Places											PROJECTED COMPLETION		
Goal	Strategy	Recommendations	Quick Win	High Priority	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2026	2027	2028
18 Increase Blueway System Use													
Increase recreation access to Parish’s waterways by improving access and conditions of the parish waterways	18.1 Blueway Monitoring System	Develop a blueway monitoring system identifying locations with most frequent use.				P&E		LDWF					
	18.2 Kayak Rental/Storage Program	Create a kayak rental/storage program for all parks where the blueway system is accessible.	Yes			Recreation		P&E and Conservation		Yes			
	18.3 Blueway Marketing Campaign	Develop marketing campaigns to increase awareness of the blue way system and related amenities.				Communications in collaboration with P&E and P&D		P&E and P&D					
	18.4 Blueway Standards / Design Guidelines	Develop blueway standards / design guidelines to increase use.		Yes		P&E				Yes			
19 Increase Greenway System Use													
Improve existing and proposed off-street trail network and perception of trail safety	19.1 Comprehensive Bicycle and Pedestrian Network Design Guidelines	Create design guidelines that address trail safety, all weather use, and anticipated use to ensure high quality facilities.		Yes		P&E		City Parish		Yes			
	19.2 Trail Ambassadors	Led through a partnership or nonprofit, consider the development of a trail ambassadors program.				Nonprofit partnership, Friends Groups, or BRPD / EBRSO		P&E and Park Ops		Yes			
	19.3 Trail Data Collection	Establish trail data collection framework and procedures to understand use patterns and identify opportunities to reduce barriers to use.	Yes			P&E		EBR Complete Streets Committee, DOTD, and CRPC					
20 Create Regional Connections													
Create a parish-wide regional trail network to increase physical activity and access to natural resources and create an off-road regional trail network connecting adjacent parishes.	20.1 Regional Bike/Ped Committee	Using the Capital Region Bicycle Pedestrian plan as a basis, collaborate on the development of a regional bike/ ped committee with the CRPC to identify priority locations for inter-parish bike/ ped connectivity and program the development of an inter-parish trail system.				CPRC		EBR City Parish, BREC, Accession, and East Feliciana Livingston					
	20.2 Regional Bike and Blueway Trail Extensions	Develop bike and blueway trail extensions in coordination with adjoining parishes.				P&E		EBR City Parish, CRPC, and Ascension Parish					

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

IMOVING FORWARD SUSTAINABLY: GOALS + STRATEGIES FOR A SUSTAINABLE PORTFOLIOI

Principle 5: Sustainable Portfolio, Moving Forward Sustainably											PROJECTED COMPLETION			
Goal	Strategy	Recommendations	Quick Win	High Priority	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2025	2026	2027	2028
21 Sustainable Recreation Centers														
Transition to a tiered recreation center model and recalibrate the existing recreation center portfolio.	21.1 New Recreation Center Tiered Delivery Model	Create a Rec Center Transition Action Plan that identifies how to transition existing recreation centers to the tiered approach recommended in IYP3. Implement this plan. Set a policy of no net increases in the number of BREC recreation centers.		Yes	P&D		1.1. 1.2. 21.4, 21.4	2.1, 2.2, 2.3, 2.4, 2.5	Yes					
	21.2 Sustainable Portfolio Communications Campaign	Develop a sustainable portfolio communications campaign that increases awareness about the need to transition to a tiered rec center model and the long-term benefits it will provide to the parish.			Communicaitons					Yes				
	21.3 BREC on the GEAUX	Expand BREC on the GEAUX Mobile Rec Unit to increase mobile programming for portions of the parish with limited park and/or programming access.			Recreation	Area Schools	21.1			Yes				
	21.4 Indoor Facility Partnerships	Partner with non-BREC owned community centers, senior centers, and local schools to close access gaps in underserved communities.			Superintendent's Office			2.6						
	21.5 Air Conditioning in Recreation Centers (RCTP)	Provide AC in all indoor recreation center facilities and consider operating these spaces as cooling centers during extreme heat.			P&E	Recreation	14.5			Yes				
22 Sustainable Parks														
Support high quality, sustainable maintenance and operations.	22.1 Remove Obsolete / Redundant Facilities and Lands	Identify opportunities to recalibrate staffing and operational needs across the system to support the goal of an overall sustainable portfolio.		Yes	All in collaboration with HR and Finance		6.4, 6.5			Yes				
	22.2 Reduced Mowing	Reduce mowing area and adjust frequency where possible to reduce related staffing needs.	Yes	Yes	Park Ops		11.1, 22.3	6.1, 6.6		Yes				
	22.3 Updated Maintenance Standards	Update maintenance standards and operations for park types to utilize available staff effectively across the system.		Yes	Park Ops		21.6	6.2, 6.3		Yes				

APPENDIX D: IYP3 GOALS + RECOMMENDATIONS

IMOVING FORWARD SUSTAINABLY: GOALS + STRATEGIES FOR A SUSTAINABLE PORTFOLIOI

Principle 5: Sustainable Portfolio, Moving Forward Sustainably											PROJECTED COMPLETION			
Goal	Strategy	Recommendations	Quick Win	High Priority	Lead	Partners	Related Strategies	Key Focus Area	Completed	In Progress	2025	2026	2027	2028
23 Sustainable Operations														
Support high quality, sustainable maintenance and operations.	23.1 Operations/Maintenance Planning for New Projects	Plan for staffing and maintenance/ operational costs with each new capital project. Prioritize projects where funding sources can be identified to cover both the construction and routine maintenance of the location.		Yes	P&E	Park Ops		7.5		Yes				
	23.2 Defining BREC's Core Services	Update BREC's mission and vision statements. Develop a definition of what BREC's core services are and use this to establish a framework for operations and funding.	Yes		Superintendent's Office			1.1, 1.2, 1.3	YEs					
	23.3 Interdepartmental Communication	Improve communication across BREC departments to foster increased awareness of department workloads, special skills, and overall morale and sense of community across the agency.			Superintendent's Office, I.S., and Communications		23.4	3.3	Yes					
	23.4 Work Order System Updates	Review the current work order prioritization system to see if any adjustments are needed to further prioritize safety, security, and equity.	Yes		Park Ops			3.1, 3.2	Yes					
	23.5 Leadership Pipeline	Inspire the next generation of leaders through training and development.			HR	All departments		3.6		Yes				
	23.6 Private Sector Support	Explore opportunities to leverage partnerships and private development to provide dedicated supplemental funding for parks and recreation.			P&D	All departments		1.7/7.3, 23.6		Yes				
24 Financial Resilience														
Operate a financially sustainable department that can tackle the current and future needs of the system through the utilization of diverse funding sources.	24.1 Alternative Pension Contribution Plan	Propose and advocate for an alternative pension contribution plan to recapture organization contributions toward staff pensions in the case that full-time staff depart with less than 10 years of service.		Yes	Finance	Superintendent Office				Yes				
	24.2 Financial Sustainability for Facilities	Evaluate and increase facility admission fees and reduce expenses to reduce operating subsidies and approach financial sustainability at facilities.		Yes	Recreation in partnership with Finance					Yes				
	24.3 Alternative Funding Sources	Continue to explore alternative revenue sources or funding mechanisms to position BREC to continue to deliver its mission.			P&D in collaboration with Finance and all other departments			7.4		Yes				
	24.4 Earned Revenue Opportunities	Assess BREC's portfolio of revenue generating offerings across the system to identify opportunities to increase earned revenue.			Recreation and Facilities		10.9	7.1		Yes				

